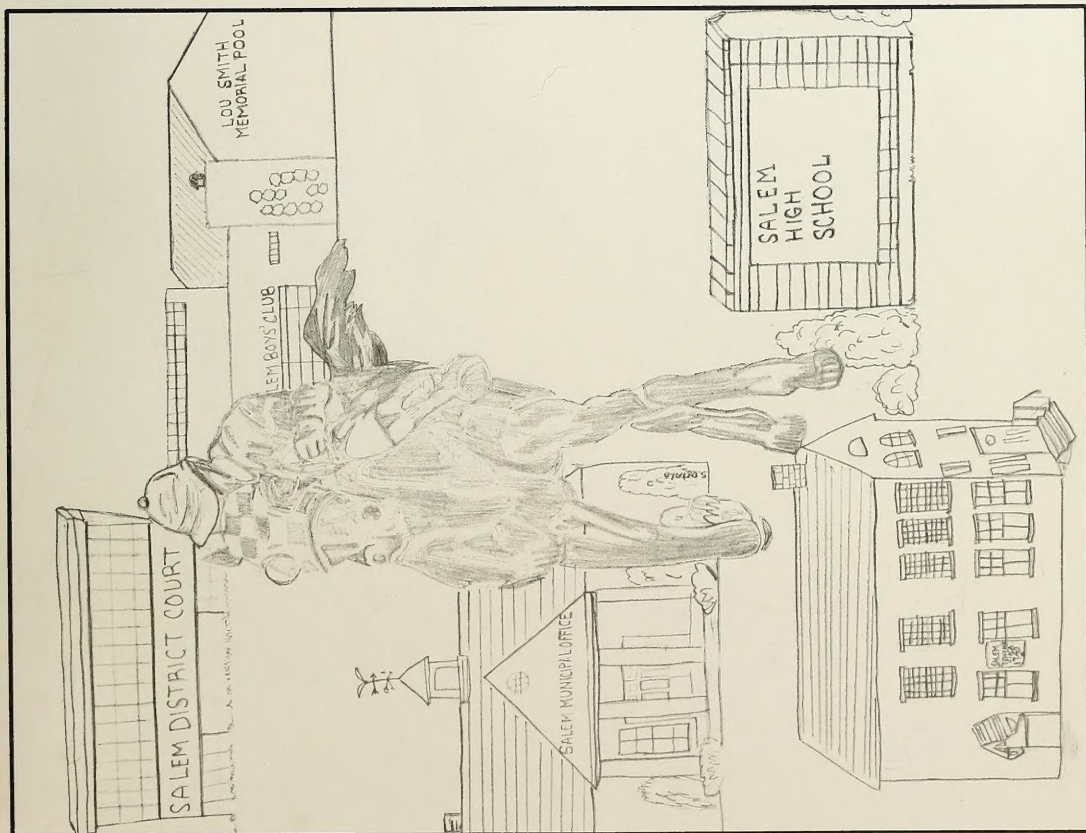


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# 1986

## Salem Community Calendar

1985  
Town Report



Suzanne Dzido, cover drawing

# BOARD OF SELECTMEN REPORT

Our overburdened Wastewater Treatment Facility, once the pride of the southern tier, will become obsolete. The near completion of the Salem Center Interceptor will alleviate septic problems in that area. Route 28, Phase I Reconstruction is underway thanks to the voters who attended the Special Town Meeting in September. Another accomplishment that took years to bring to fruition. Expensive? Yes. Worthwhile? We believe so. There were many obstacles to overcome, but it is only the beginning in addressing the traffic problems facing Salem.

There is no need to recap the entire year. That has been done by others. I would point out that the ever increasing enormity of administrative detail leaves the Board spending much of its time simply trying to coordinate our various goals, objectives, personnel, and paperwork. In short, the more remote and nebulous the answers become, the more time we spend trying to understand the questions. This became obvious during a long summer after losing a very capable Town Manager to the private sector. However, the Board showed its mettle with the help of our town employees, conducting business as usual until a new Manager was found.

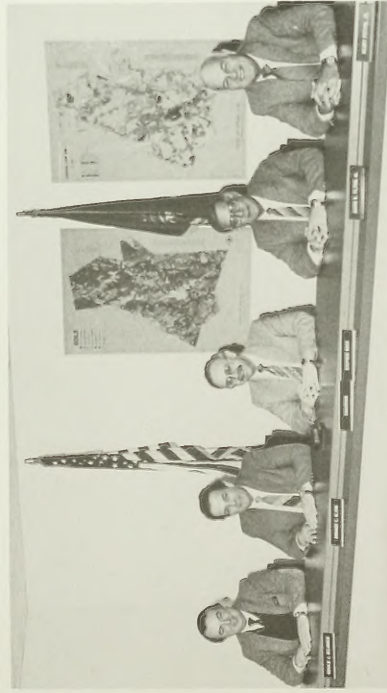
Town Manager Thomas Melenia is now on board. It is our belief that with his assistance the Board will aggressively pursue addressing the "old issues" and facing the "new issues" in the coming year. Change and redirection of the administration is already underway and, although complications may arise, we have faith in the Manager, employees, and residents to succeed in making the changes beneficial. The complexities of the modern world create greater demands for efficiency and cost effectiveness at all levels of government requiring intricate long-range planning and highly sophisticated organizational strategies. A professional manager, with the cooperation of the Board, can make government responsive by addressing these complexities.

To those volunteers on each and every board and committee who give of themselves and their precious time to help make everything work, our special thanks for their input, assistance and cooperation.

On behalf of the Board, I would like to extend our thanks and appreciation to all of the municipal employees who have worked so diligently this past year as a team, continually striving to provide the highest quality of services to the residents of Salem.

And, finally, we thank the people of Salem for their support and understanding during this past year.

Stephen Buco, Chairman  
Board of Selectmen



*L-R, Ronald Belanger, Howard C. Glynn, Stephen Buco, Ch. David B. Tilton, Sr., and Henry Potvin, Jr.*

It is difficult to believe that we are midway through the new decade. Five short years ago, we found ourselves at the threshold of the '80's anticipating that some of Salem's old nemeses would at long last be resolved. However, we are still facing water and sewer problems along with increasing traffic problems.

We are all aware that the Five Year Sewer buildout proposed at the 1985 Town Meeting was defeated. Out of approximately 14,000 registered voters, 558 ballots were cast at the deliberative session of Town Meeting - 365 yes votes, 193 no votes, needed for passage, 372 votes - the plan was defeated by 7 votes. We all realize that the Town should and must expand the sewer system, but how? The price tag for sewerage the Town is high. However, the voters will have an opportunity again to address this issue at the deliberative session of Town Meeting. The Sewer Study Committee has worked long and hard during this past year to come up with a viable plan to present to the voters. As voters, it is your responsibility to educate yourselves to the issues facing the Town - we can propose - but it is up to each and every individual to make the final decision.

After years of planning, legislating, lobbying, and waiting, the Greater Lawrence Sanitary District hook-up is, at long last, a reality.



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
DECEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	FEBRUARY S M T W T F S 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28		<b>1</b>	<b>2</b> Conservation Commission 7:30 p.m.	<b>3</b> Budget Committee Meeting 7:30 p.m.	<b>4</b>
<b>5</b>	<b>6</b>	<b>7</b> Board of Adjustment Meeting 7:00 p.m.	<b>8</b> Budget Committee Meeting 7:30 p.m.	<b>9</b> Planning Board First Public Hearing 7:30 p.m. (for 1986 only)	<b>10</b>	<b>11</b>
<b>12</b>	<b>13</b> Board of Selectmen Meeting 7:30 p.m.	<b>14</b> Planning Board Meeting 7:30 p.m.	<b>15</b> Budget Committee Meeting 7:30 p.m.	<b>16</b>	<b>17</b>	<b>18</b>
<b>19</b>	<b>20</b>	<b>21</b> Recreation Advisory Committee 7:30 p.m. 208 Water Quality Committee 7:30 p.m.	<b>22</b> Budget Committee Meeting 7:30 p.m.	<b>23</b>	<b>24</b>	<b>25</b>
<b>26</b>	<b>27</b> Board of Selectmen Meeting 7:00 p.m.	<b>28</b> Planning Board Meeting 7:30 p.m.	<b>29</b>	<b>30</b> Budget Committee Public Hearing School District 7:30 p.m. (for 1986 only)	<b>31</b> Budget Committee Public Hearing School District 7:30 p.m. (for 1986 only)	

# January 1986

## TOWN MANAGER ANNUAL REPORT

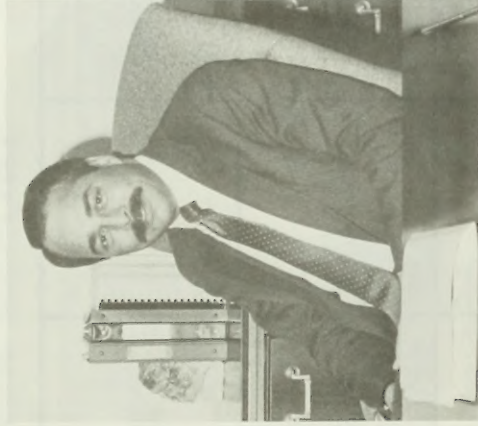
This year we have incorporated the Town Report into calendar format. Hopefully this document will be both more useful and informative on a year round basis.

As part of this report, we are trying to show how our 209 full time employees and 50 special or volunteer employees serve you - the approximately 29,000 residents of Salem, New Hampshire.

Currently, the Town of Salem spends approximately \$15 million dollars a year to provide municipal services. Of the \$15 million dollars, approximately one half or \$7.5 million dollars is raised by taxes. The remainder is raised by user fees, charges, grants, and aid from a variety of sources. However, it is that variety of funding sources that should concern all of us.

With the passage of the Gramm-Rudman Act and the strong possibility of passage of the Tax Reform Act, we are facing a time of significant change in municipal finance. This does not necessarily mean a tax increase, but it does mean that we must spend our resources more wisely and in a more planned fashion than we have in the past.

Currently, the Town is nicely served with municipal services provided by our Police Department, Fire Department, Public Works, Municipal Building, and Human Services Department, to serve you better, we must learn to "work smarter - not just harder." Where can we be more efficient? Does that mean more computers and less people or maybe more efficient snow plows or less over-



*Thomas M. Melena  
Town Manager*

do in one year, or to pay for within one year; therefore, we must have a long term plan that shows the improvements to be made and the way to pay for these improvements. During the upcoming year, the Town staff will attempt to put together a seven year capital improvements plan, and during the latter part of the year, we will bring this plan to the public for input and reaction. Hopefully, together, we can project the capital needs and financing of our community, and incorporating the various neighborhood needs into our long term planning.

To do the above will require a great deal of work and a great deal of compromise. To do it without raising taxes will mean finding alternative ways of financing the projects. This is not impossible, but we will need your help, understanding, and cooperation to do so.

We must realize that we are no longer a small rural town on the New Hampshire/Massachusetts border. We have become a sophisticated community of 29,000 people supporting a \$15 million Town budget. This issue of, "should we grow, or not?" has already been decided for us. Now we must find ways to save the rural New England atmosphere and ambience, yet provide the necessary services at a reasonable rate. I believe it can be done, but it will require joint cooperation, patience, and wisdom. We ask for your help, guidance, and support.

Thomas M. Melena  
Town Manager



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
JANUARY S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	MARCH S M T W T F S 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31					1
2	3 Budget Committee Public Hearing 7:30 p.m. - School District (1986 only)	4 Board of Adjustment Meeting 7:00 p.m.	5	6 Second Public Hearing Planning Board 7:00 p.m. (1986 only) Conversion Commission 7:30 p.m.	7	8
9	10 Board of Selectmen Meeting 7:00 p.m. Public Hearing Budget Committee (1986 only)	11 Planning Board Meeting 7:30 p.m. Public Hearing Budget Committee (1986 only)	12 Public Hearing Budget Committee (1986 only)	13	14	15
16	17	18 Recreation Advisory Committee 7:30 p.m. 208 Water Quality Committee 7:30 p.m.	19	20	21	22
23	24 Board of Select Meeting 7:00 p.m.	25 Planning Board Meeting 7:30 p.m.	26 Budget Committee Meeting 7:30 p.m.	27	28	

## POLICE DEPARTMENT 1985 ANNUAL REPORT

Once again, I am pleased to report that the prior year was one of accomplishment and satisfaction.

The year saw a continuing escalation of demands for service as was expected. It also saw us achieve a number of internal goals and successes that will contribute to our ongoing effort to continue to provide the community with high quality police service delivered at a reasonable cost.

One of our priorities in 1985 was a stronger effort to indict the alcohol offenders, both in prohibited sales and in the area of DWI. To further those efforts, we operated "Road Blocks", Special Operation Teams, and motivated patrol personnel to intensify their efforts. Obviously, the "Road Block" concept was abolished by Court rulings which continues to both baffle and frustrate Law Enforcement administrators. Nevertheless, our efforts have been eminently successful. For instance, our Special Operations Team operated over one four week period apprehending over 50 DWI offenders, some 70 additional traffic offenders, and issued over 250 warnings.

In spite of what Law Enforcement perceives as an incredible disregard by the Courts of the public's support for these efforts, and the increasing impediments court rulings put in our path, the Police will continue to work to impact these types of offenses.

### DEPARTMENT ACTIVITIES

This year we activated the transition to computerization. It has been a long process, but we have achieved much. Our records operations personnel have borne the major portion of the work involved. We are, at this time, linked by computer to the State-wide system, and the National system allowing us to access all



*Chief of Police  
John P. Ganley*

50 states for criminal and traffic data, have installed internal systems in records and data retrieval and built programs in a number of areas that will make the operation more efficient. Our target for changeover is late 1986. Upon completion, we will be one of the few Police agencies in the state and surrounding areas to have attained this status.

This transition will make our officers safer, our retrieval system more efficient and less prone to error, and overall make us more responsive to the community needs.

We are pleased and proud of our accomplishments to date.

### COMMENTARY

While Salem's population growth has been less spectacular than it was during the 1960's and 1970's, it has been steady. Of greater impact to our agency has been the constant expansion of existing commercial facilities and

the growth of new ones. With this development comes a corresponding escalation of demand for services. This is particularly true of the shopping areas. More stores bring more people, more cars, more traffic problems, hence more need for police service. The delivery of that service is basically one of effective communication. No matter how many officers may be available, if they are not where they are needed, the system breaks down and the problems usually escalate. We have had probably the most effective communications system of any agency in our vicinity. Unfortunately, that is no longer the case. While still performing adequately, we have reached a point where we must upgrade the heart of our system, our communications center and radio console.

Acquired in 1974 through a Federal Grant, the present console has literally cost the town very few dollars over the years. However, because of age, replacement parts and repairs are now a problem. The time has come to replace our twelve year old console with "state of the art" equipment. We are generating over 100,000 radio transmissions annually, many of which are of an emergency nature. The workload has grown to where we need two dispatchers on both the day and early night shift to handle the workload.

Often, we are responding to multiple emergency situations. We cannot afford errors, breakdowns in communicating messages, orders, or directions. The costs in both poor service and potential legal suits in today's litigious society are too great. We will continue to deliver high quality service and quick response, but we must have the requisite tools to do so.

As always, I take this opportunity to thank the citizens and community leaders for their support and cooperation. It has been and is appreciated.

**John P. Ganley**  
Chief of Police



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<div>FEBRUARY</div> <div>S M T W T F S</div> <div>1</div> <div>2 3 4 5 6 7 8</div> <div>9 10 11 12 13 14 15</div> <div>16 17 18 19 20 21 22</div> <div>23 24 25 26 27 28</div>	<div>APRIL</div> <div>S M T W T F S</div> <div>1 2 3 4 5</div> <div>6 7 8 9 10 11 12</div> <div>13 14 15 16 17 18 19</div> <div>20 21 22 23 24 25 26</div> <div>27 28 29 30</div>					<div>1</div> <div>School District Deliberative Session</div>
2	3	4 Board of Adjustment Meeting 7:00 p.m.	5	6 Conversion Commission 7:30 p.m.	7	8
9	10 Board of Select. Meeting 7:00 p.m. Inspection of Polls	11 Town of Salem Elections Meeting 7:30 p.m.	12 Board of Selectmen Organizational Mtg. Meeting 7:30 p.m.	13	14	15 Town of Salem Town Meeting
16	17	18 Recreation Advis. Committee 7:30 p.m. 208 Water Quality Committee 7:30 p.m.	19	20	21	22
23	24 Board of Selectmen Meeting 7:00 p.m.	25 Planning Board Meeting 7:30 p.m.	26 Budget Committee Meeting 7:30 p.m.	27	28	29
30	31					

# March 1986

## SALEM FIRE DEPARTMENT 1985 ANNUAL REPORT

1985 proved to be a dynamic and eventful year for the members of the Salem Fire Department as we continue to strive for the improvement of fire protection and emergency medical services. Sadly, Salem also experienced its first fire death in many years in a mobile home that was not equipped with a smoke detector.

Several major projects were begun or were continued as the result of the Fire Department's goal-setting process.

Phase II of the department's three year re-organizational plan was approved by the 1985 Town Meeting. For the first time, the Lawrence Road fire station is now staffed with three full-time personnel, including a Lieutenant and two firefighters. The initial emergency response capabilities that are available to areas of the community that are served by this substation have been significantly improved. In addition, the community will realize substantial increases in productivity during emergency and non-emergency periods.

Phase II of the re-organizational plan brought about the following personnel changes which are the result of competitive examinations:

Promoted to Fire Lieutenant: (a Fire Lieutenant is a "working foreman" who supervises company level operations)

Firefighter Alan Briand  
Firefighter Gregory Cody

Inspector James E. Holland, Jr.  
Firefighter Roderick Lafertier, Jr.

Promoted to Fire Inspector:

Firefighter Michael L. Roberts

The Department also welcomed on board the following new full-time firefighters, who were chosen based on the results of rigorous written, oral, and physical agility testing:

Kevin Browne  
Dennis Covey

Lieutenants to ensure that emergency evaluations could be completed safely and effectively.

The development of leadership and management skills has become an important priority of the fire service. The National Fire Academy in Emmitsburg, MD provides funding to enable local communities to send their firefighters for specialized training.

A major activity of Fire Department personnel has been the development of a rural water supply project. The tremendous amount of residential and commercial construction beyond the hydrant district has caused us to take a careful look at our response procedures and capabilities in these areas. Among the results have been low-cost modifications to existing apparatus, changes in standard operating procedures, the purchase of equipment such as portable "folding tanks", and an update in the Department's long-range capital plan.

During 1985, we began looking at ways to evaluate fire safety conditions in buildings and at the same time measure the capability of the Fire Department to provide adequate levels of protection for the community. To this end, we became involved with the Center for Fire Safety Studies at Worcester Polytechnic Institute as a pilot test site for the Centers' Fire Risk Assessment Methodology. Fire Department officers were trained in the assessment technique during the summer and fall of 1985, and funds from a Community Development feasibility grant will finance the project into 1986.

As we move into 1986, the officers, firefighters, dispatchers, and administrative staff of the Salem Fire Department continue to strive for excellence in the performance of their duties. The citizens of the community can truly be proud of the level of service that is available to them at a moment's notice.

Donald P. Bliss  
Fire Chief



*Fire Chief  
Donald B. Bliss*

David Munroe  
Warren Seckendorf  
David Smith

1985 also marked the retirement of Deputy Fire Chief James Thompson, Jr. after 25 years of dedicated service to the Town. Jim played an active role in the transition of the Fire Department from an on-call group of citizens to its present complement of career personnel. He will be missed by all, and we wish him the best of health during his retirement years.

Training activities continued to increase under the able direction of Deputy Chief A.J. Bodenrader. Firefighters continued to achieve certification in numerous intermediate and advanced firefighter and emergency medical technician skills. Company level training exercises were conducted by Captains and



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		<b>1</b> Board of Adjustment Meeting 7:00 p.m.	<b>2</b>	<b>3</b> Conservation Commission 7:30 p.m.	<b>4</b>	<b>5</b>
<b>6</b>	<b>7</b> Board of Selectmen Meeting 7:00 p.m.	<b>8</b> Planning Board Meeting 7:30 p.m.	<b>9</b> Budget Committee Meeting 7:30 p.m.	<b>10</b>	<b>11</b>	<b>12</b>
<b>13</b>	<b>14</b>	<b>15</b> Recreation Advisory Committee 7:30 p.m. 208 Water Quality Committee 7:30 p.m.	<b>16</b>	<b>17</b>	<b>18</b>	<b>19</b>
<b>20</b>	<b>21</b> Board of Selectmen Meeting 7:00 p.m.	<b>22</b> Planning Board Meeting 7:30 p.m.	<b>23</b> Budget Committee Meeting 7:30 p.m.	<b>24</b>	<b>25</b>	<b>26</b>
<b>27</b>	<b>28</b>	<b>29</b>	<b>30</b>		<div>MARCH</div> <div>S M T W T F S</div> <div>2 3 4 5 6 7 8</div> <div>9 10 11 12 13 14 15</div> <div>16 17 18 19 20 21 22</div> <div>23 24 25 26 27 28 29</div> <div>30 31</div>	<div>MAY</div> <div>S M T W T F S</div> <div>4 5 6 7 8 9 10</div> <div>11 12 13 14 15 16 17</div> <div>18 19 20 21 22 23 24</div> <div>25 26 27 28 29 30 31</div>

# April 1986

## COMMUNITY DEVELOPMENT DEPARTMENT



*Building Official  
Sam Zammiri*  
*Administrator of  
Development  
Ross Moldoff*



*Building Official  
Butch Kealey*

"Good codes, well-administered, provide the only sound means for a balanced program to insure the orderly development of a city, the prevention of slums and blight, and the safeguarding of life, health, and safety."

### ICMA - Urban Public Works Administration

Salem's building boom continued in 1985, and this set the tone for much of our work in the Development Department. Total building permits almost doubled the 1984 level; over 100 new residential house lots were approved by the Planning Board; a dozen new retail projects were built on Route 28; and the value of new construction in town was over \$34 million. All this development led to more inspections by our three Building Officials and a significant increase in clerical work.

Enforcement of building, plumbing, electrical, zoning, and other codes continued to be the Department's major responsibility. Our goal was to administer the numerous regulations and ordinances fairly and thoroughly, while working with the public to solve problems. We strove to improve the Town's code enforcement process through code updates, public education, and interdepartmental coordination. This will continue to be a priority in the coming year.

Other 1985 highlights include:

- 1) Continued staff support to the Planning Board (about 300 public hearings) and Board of Adjustment (200 petitions) including reviewing plans with applicants, preparing agendas and background information, notifying abutters, and various follow-up activities.
- 2) Investigating 400 formal complaints, and twice as many informal ones, regarding nuisances and other code violations. This continued to be a major part of each Building Official's job.
- 3) Coordinating the Master Plan Update and assisting Hans Klunder, the consultant hired by the Town to complete the Plan. Much

time was spent organizing the 40-member Master Plan Task Force. Also, we supervised an intern, John Troy, who completed several helpful studies relating to the Master Plan Update, including a community attitude survey, an inventory of underutilized commercial/industrial land, a listing of lots within the floodplain areas, and some draft zoning amendments.

- 4) Supervising the 208 Water Quality Advisory Committee's summer intern, Dan Dudley, who produced the 1985 Water Quality Report (summaries are available in the office).
- 5) Working closely with the Fire Department and Public Works Department on code enforcement and plan reviews.
- 6) Sponsoring several seminars and workshops to inform the public about code updates and new regulations, including a plumbing code seminar in May, an electrical code seminar in April and October, and a workshop on the revised State Energy Code in October.
- 7) Learning to utilize our new IBM-PC computer, which should dramatically help our clerical functions over the coming year.
- 8) Developing several new procedures to make our permitting and inspection functions more efficient.
- 9) Assisting Route 28 property owners and coordinating two special meetings with the Board of Adjustment regarding the Route 28 reconstruction project.

Salem's growth presents many challenges for 1986. Foremost among these is to complete the Master Plan Update and use this document to guide the Town's future development. Several changes in Town codes and regulations will be needed to implement likely recommendations from the Master Plan Update (e.g., protection of wetlands and floodplains, new sign ordinance, incentives for affordable housing, etc.). Other concerns include the retention of open space, the identification of important natural resources which should be preserved, and the improvement of traffic problems at several key road intersections and along Route 28. The Town must confront these problems in order to preserve the attractive "quality of life" which brought (and keeps) so many of us here.



*New Inspection Vehicles*



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<div>APRIL</div> <div> <div>S</div> <div>M</div> <div>T</div> <div>W</div> <div>T</div> <div>F</div> <div>S</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>6</div> <div>7</div> <div>8</div> <div>9</div> <div>10</div> <div>11</div> <div>12</div> <div>13</div> <div>14</div> <div>15</div> <div>16</div> <div>17</div> <div>18</div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> <div>23</div> <div>24</div> <div>25</div> <div>26</div> <div>27</div> <div>28</div> <div>29</div> <div>30</div> </div>	<div>JUNE</div> <div> <div>S</div> <div>M</div> <div>T</div> <div>W</div> <div>T</div> <div>F</div> <div>S</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>6</div> <div>7</div> <div>8</div> <div>9</div> <div>10</div> <div>11</div> <div>12</div> <div>13</div> <div>14</div> <div>15</div> <div>16</div> <div>17</div> <div>18</div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> <div>23</div> <div>24</div> <div>25</div> <div>26</div> <div>27</div> <div>28</div> <div>29</div> <div>30</div> </div>			<div>1</div> <div>Conservation Commission 7:30 p.m.</div>	<div>2</div>	<div>3</div>
<div>4</div>	<div>5</div> <div>Board of Selectmen Meeting 7:00 p.m.</div>	<div>6</div> <div>Board of Adjustment Meeting 7:30 p.m.</div>	<div>7</div>	<div>8</div>	<div>9</div>	<div>10</div>
<div>11</div>	<div>12</div>	<div>13</div> <div>Planning Board Meeting 7:30 p.m.</div>	<div>14</div> <div>Budget Committee Meeting 7:30 p.m.</div>	<div>15</div>	<div>16</div>	<div>17</div>
<div>18</div>	<div>19</div> <div>Board of Selectmen Meeting 7:00 p.m.</div>	<div>20</div> <div>Recreation Advisory Committee 7:30 p.m. 208 Water Quality Committee 7:30 p.m.</div>	<div>21</div>	<div>22</div>	<div>23</div>	<div>24</div>
<div>25</div>	<div>26</div>	<div>27</div> <div>Planning Board Meeting 7:30 p.m.</div>	<div>28</div> <div>Budget Committee Meeting 7:30 p.m.</div>	<div>29</div>	<div>30</div>	<div>31</div>

## REPORT OF THE DEPARTMENT OF PUBLIC WORKS "MAINTAINING THE PRESENT... BUILDING FOR THE FUTURE"



*Public Works*      *Office Manager*  
*Dir. Edward Blaine, Jr.*      *Donna Mae D'Agata*

TO: The Honorable Board of Selectmen and Citizens of the Town of Salem:

Again, in 1985, significant achievements were realized throughout the department as we endeavored to "fine tune" our Public Works services delivery system: endeavors related to the planning, designing, construction, operation, maintenance and management of the physical facilities necessary or desirable to the well being of our community.

The provision of said services requires the full time "attention-to-detail" of many individuals. It involves the use of the myriad items of equipment in the operation and maintenance of the physical facilities and represents substantial investment by the community.

The significant achievements referred to above will be addressed in more detail in the supervisory reports of the various Public Works Divisions.

### HIGHWAY DIVISION

During the spring and summer months the Highway Division moved approximately 10,000 yards of material to build a second ballfield for the Recreation Department

behind the Mary, Queen of Peace Church. Drainage problems were corrected on East Broadway, Cole Street, Garrison Road, Linwood Avenue and No. Main Street.

This division assisted in construction and paving of 500 feet of Muse Terrace, 350 feet of Playcamp Road, 560 feet of Sections 5 and 6, and 1,000 feet at Sections I and G at Pine Grove Cemetery.

September brought Hurricane Gloria, three weeks were spent cleaning up the debris.

Millville Lake dredging was completed by Paul Garabedian & Sons, Inc. and Wickson Trucking. Thanks to Jack Garabedian and Rick Wickson for an excellent job.

### WATER DIVISION

The Water Division personnel installed 120 feet of 6-inch ductile iron pipe on Wells Avenue. This division repaired 35 water main breaks, and installed 250 new water meters.

During the 1985 construction season, the emergency water connection to Methuen, Massachusetts was completed by J.T.C. Construction Co. at a cost of \$106,186.

### SEWER DIVISION

Modern Continental Construction Company was awarded the GLSD Sewer Interceptor Contract. This project should be completed by the summer of 1986.

Park Construction Company completed Contracts 4, 5, 6 & 7, Salem Center Collection System.

J. Biotti & Sons were awarded Contracts 8 & 9, Water and Sewer Contract, and construction should be completed by the summer of 1986.

### ANIMAL CONTROL

The kennel has facilities for 20 dogs and is located at the Salem Treatment Plant off Route 28. This years kennel fees amounted to \$1,376 and the Animal Control Officer traveled

miles, picked up 215 stray animals and responded to 33 animal bites.

### CEMETERY DIVISION

The expansion program must continue this year and future year to insure future availability of new grave sites. This year 950 feet of paved roadway was completed in the older section of Pine Grove Cemetery and 550 feet of paved roadway was completed in the new expansion section. Repair to brick walls around the five cemeteries is needed, and replacement of the picket fence at Mt. Pleasant Cemetery requires attention this year. A new Chevrolet dump truck was purchased for use at cemeteries and parks. Also purchased was a new leaf blower which is used for annual cleanup of leaves at all cemeteries, parks and public properties.

### ENGINEERING DIVISION

This past year has been an active period for the Engineering Division. Major sewer, water and road work is underway amounting to over ten million dollars. Private development has also seen record highs.

The division presently provides supervision and inspection on all construction projects that are totally funded by Salem. Formerly this was being done by private consultants. In the future, this change should result in considerable savings for the Town. Additionally, we also provide inspection of all privately funded construction dealing with sewer, water, drainage and roads.

Again, my very special thanks to the Public Works "Management Team."

Operations Supervisor: Robert E. Partridge  
Office Manager: Donna Mae D'Agata  
Town Engineer: Frank Iebba, P.E.

Supervisor of Properties and Cemeteries: Harold A. McLean  
and to our dedicated employees who continue to "make it all work."

Edward J. Blaine, Jr., P.E.  
Director of Public Works



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Board of Selectmen Meeting 7:00 p.m.	3 Board of Adjustment Meeting 7:30 p.m.	4	5 Conservation Commission 7:30 p.m.	6	7
8	9	10 Planning Board Meeting 7:30 p.m.	11 Budget Committee Meeting 7:30 p.m.	12	13	14
15	16 Board of Selectmen Meeting 7:30 p.m.	17 Recreation Advisory Committee 7:30 p.m. 208 Water Quality Committee 7:30 p.m.	18	19	20	21
22	23	24 Planning Board Meeting 7:30 p.m.	25 Budget Committee Meeting 7:30 p.m.	26	27	28
29	30 Board of Selectmen Meeting 7:00 p.m.				<div>MAY</div> <div> <div>S</div> <div>M</div> <div>T</div> <div>W</div> <div>T</div> <div>F</div> <div>S</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>6</div> <div>7</div> <div>8</div> <div>9</div> <div>10</div> <div>11</div> <div>12</div> <div>13</div> <div>14</div> <div>15</div> <div>16</div> <div>17</div> <div>18</div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> <div>23</div> <div>24</div> <div>25</div> <div>26</div> <div>27</div> <div>28</div> <div>29</div> <div>30</div> <div>31</div> </div>	<div>JULY</div> <div> <div>S</div> <div>M</div> <div>T</div> <div>W</div> <div>T</div> <div>F</div> <div>S</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>6</div> <div>7</div> <div>8</div> <div>9</div> <div>10</div> <div>11</div> <div>12</div> <div>13</div> <div>14</div> <div>15</div> <div>16</div> <div>17</div> <div>18</div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> <div>23</div> <div>24</div> <div>25</div> <div>26</div> <div>27</div> <div>28</div> <div>29</div> <div>30</div> <div>31</div> </div>

June 1986

## 1985 FINANCE DIRECTOR'S REPORT



*Gloria J. Kurisko  
Finance Director*

The Finance Department consisted of five positions during 1985 including the Finance Director, Assistant Finance Director, Accounts Payable, Utilities and Payroll Clerks.

The tasks are varied in this area of municipal operations, however, the main purpose is receiving, disbursing and accounting for all local, state, and federal funding.

Advancement of the IBM Systems 38 computer was a top priority in 1985 with added hardware and software purchases which will enhance finance operations in 1986.

Interest rates dropped drastically over previous years, however, scrutinized investments resulted in a total of approximately \$562,830 as follows: General Fund - \$224,230; Capital Projects Fund - \$306,000; Revenue Sharing Fund - \$32,600.

The goals for 1986 include the completion of the finance operation computer transition, adoption of a cash management system, review of water and sewer user fees, investiga-

tion of other fees and charges to hold the line on taxes without adversely affecting the level of service to residents.

*Gloria Kurisko  
Finance Director*

## PERSONNEL DEPARTMENT 1985 ANNUAL REPORT

The Personnel Department has continued to be an important part of the Town's administrative structure.

During 1985, two major undertakings culminated in Board of Selectmen approval. First, all of the Town's clerical position descriptions were re-written to more accurately reflect the duties and responsibilities of the clerical staff and salaries were adjusted to insure that Salem's workforce compares favorably in the marketplace. 1985 also saw the implementation of the merit system for non-affiliated employees. This System which stresses pay for performance, is built on solid communication between employee and supervisor. 1986 should provide a sound basis on which to assess the System's effectiveness.

The Employee Assistance Program continues to be a success with continued joint labor/management participation. The program is available to all employees and their families who need assistance to solve personal or job related problems which impact employees in the workplace.

The Personnel Department remains active in the functions of recruitment, screening applications and wage/salary administration. Along with the activities mentioned above, the Personnel Department remains involved in the daily administration of the municipality's workforce. Technical assistance is given to Department Heads with regard to personnel and labor relations matters.

*Nicholas Manolis  
Personnel Director*

## TOWN CLERK REPORT



*Barbara Lessard  
Town Clerk*

After 30 years of dedicated service to the Town of Salem, Eleanor Barron retired in March as Town Clerk. She will be sorely missed by the people of Salem and we would like to thank her for her years of service and wish her the very best in her retirement.

The duties of the Town Clerk are assigned by the state legislature and are many and varied. Most of our work is registering motor vehicles. Town Clerk's keep all vital records of the town including marriages, deaths and births. Other records kept and recorded in the Town Clerk's office are pole permits, dredge and fill permits, town meeting records, voting records and UCC filings.

We also issue marriage licenses, dog licenses and accept voter registrations.

Ruth Hayes, who used to be a full time employee, was welcomed back as a part time employee this year to do our bookkeeping.

We have also added two new employees this year. Mary Fawcett and Susan Norton are welcome additions to our staff. Hopefully, with the new additions and deputy Town Clerk, Marjorie Jackson, we will be able to serve the people of Salem in an efficient manner.

*Barbara Lessard  
Town Clerk*



Sunday

Monday

Tuesday

Wednesday

Thursday

Friday

Saturday

JUNE  
S M T W T F S  
1 2 3 4 5 6 7  
8 9 10 11 12 13 14  
15 16 17 18 19 20 21  
22 23 24 25 26 27 28  
29 30

AUGUST

S M T W T F S  
3 4 5 6 7 8 9  
10 11 12 13 14 15 16  
17 18 19 20 21 22 23  
24 25 26 27 28 29 30  
31

6

7

1

Board of Adjustment  
Meeting 7:30 p.m.

2

3

Conservation  
Commission 7:30 p.m.

4

5

6

7

8

Planning Board  
Meeting 7:30 p.m.

9

Budget Committee  
Meeting 7:30 p.m.

10

11

12

13

14

Board of Selectmen  
Meeting 7:00 p.m.

15

Recreation Advisory  
Committee 7:30 p.m.  
208 Water Quality  
Committee 7:30 p.m.

16

17

18

19

20

21

22

Planning Board  
Meeting 7:30 p.m.

23

Budget Committee  
Meeting 7:30 p.m.

24

25

26

27

28

Board of Selectmen  
Meeting 7:30 p.m.

29

30

31

July 1986

## WELFARE DEPARTMENT

Salem's Welfare Department provides temporary assistance in the form of vouchers for food, shelter, heat, utilities, and other necessities to residents who have no other resources to get through difficult times or crisis. The Town assisted households in need of general assistance, financed courtordered expenses for youths in need of alternative placements and services, and paid a share of state expenses for elderly, totally and permanently disabled individuals, and for those who were eligible for state nursing home care.

Under a new law effective January 1, 1986, county welfare will be eliminated and the town will become responsible for assisting all households in Salem. The county and state will assume other costly financial responsibilities previously shared with the local communities. These changes were intended to reform the local welfare system. The philosophy behind the legislation is that community people know their problems and can best deal with them through the use of their resources.

Salem's Welfare Department has successfully continued its efforts to coordinate services, and to update and share information on community programs, working closely with other agencies to better serve Salem's needy.

A special thanks to the following community-minded groups: The Salem Community Alliance, the United Methodist Church, and Salem Kiwanis for providing Thanksgiving and Christmas baskets, turkeys, Christmas presents for children of needy families. A special thanks to the Salem Business and Professional Association for their contributions.

Robert Loranger  
Welfare Director

## RECREATION DEPARTMENT

1985 was a good year for recreation with some real positive steps taken to improve the recreation services for citizens of Salem. Public tennis courts will be a reality at long last. The courts will be constructed in the spring of 1986 at the Mary Queen of Peace area along with the continued construction of two baseball fields in the same area. The Mary Queen of Peace area will be a major recreation complex in town for the active enjoyment of the citizens of Salem.

We are proud of the comprehensive service our department offers to the citizens of Salem and we challenge you to become an active participant. Recreation needs to be seen as a high priority in everyone's life. So get out there and be active.

Brian Ross, Director  
Julie Gadoway Program Supervisor  
Bernie Dupuis, Secretary



## SALEM SENIORS REPORT

The Senior Center offers a variety of programs to capture and hold the attention of the Senior Citizen. The symmetry of our programs is that they are flexible; they can be added to or subtracted from depending on pertinent, constructive feedback from the participants. The Staff is available and willing to listen, weigh, and whenever possible implement innovative ideas depending on receptibility and feasibility. All suggestions are respectfully sought and encouraged. Communication is vital and necessary for the continuing success and versatility of the Center.

The Senior Report wouldn't be complete without a special mention of appreciation to all of our benefactors for their continuous support.

### PROGRAMS

GAMES	MUSICAL	ARTISTIC
45's	Aerobics	Arts and Crafts
Bridge	Line Dancing	Ceramics
Cribbage	Square Dancing	Painting

### HEALTH AND NUTRITIONAL

Blood Pressure  
Annual Health & Information Fair  
Hot Lunch  
Meal-On-Wheels  
Salem Visiting Nurses Association  
Homemaker Care Service

### MISCELLANEOUS

Taxi Voucher Service  
Lifeline  
Identification Cards  
Butter & Cheese Distribution  
Paralegal  
Growing Younger  
L.R.S.

### SPECIAL EVENTS

Valentine Dance	Monthly Senior Center Dance
Easter Dinner	Choral Variety Show
Halloween Dance	Recognition Day Dinner
Thanksgiving Dinner	Clambake
Christmas Party	Kingston State Park Picnic
New Year' Eve Gala	Octoberfest
	Sally Sweet, Coordinator



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
JULY S M T W T F S 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	SEPTEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30				1	2
3	4	5 Board of Adjust. Meeting 7:00 p.m.	6	7 Conservation Commission 7:30 p.m.	8	9
10	11 Board of Selectmen Meeting 7:00 p.m.	12 Planning Board Meeting 7:30 p.m.	13 Budget Committee Meeting 7:30 p.m.	14	15	16
17	18	19 Recreation Advis. Committee 7:30 p.m. 208 Water Quality Committee 7:30 p.m.	20	21	22	23
24	25 Board of Selectmen Meeting 7:00 p.m.	26 Planning Board Meeting 7:30 p.m.	27 Budget Committee Meeting 7:30 p.m.	28	29	30
31						

# August 1986

# KELLEY LIBRARY



## BOARD OF TRUSTEES ANNUAL REPORT

The trustees of the Kelley Library would again like to make all the citizens of Salem aware of the fact that their library is not just a depository of books, but a source of information for all subject areas and interests.

There is also a trained staff willing and able to be of assistance and help.

If you are not a regular patron, then we urge you to come and see for yourself.

Respectfully submitted

Richard J. O'Shaughnessy - Chairperson  
Anna Willis  
Bertice Woodbury  
Kelley Library Board of Trustees

## DIRECTOR'S REPORT

1985 has been a very active year at the Kelley Library. In terms of the physical plant, the building has been freshly painted and a new roof installed. Unfortunately, we also had to cut down our beautiful willow tree, which had penetrated our sewer lines and was causing a number of problems.

1985 was also a year of great activity in the Children's Department, which experienced the busiest summer program in the history of the

library!

We have introduced a new collection, in keeping with the times, of family-oriented VHS video cassettes - and the circulation of this collection continues to grow.

Dialog, which we described in last year's Town Report, continues to be used as an important information resource.

On the down side, our theft and overdue problems have not disappeared. We have tackled our overdue problem by engaging an outside collection agency to deal with long overdue library materials.

Regarding the problem of theft, we are again requesting a book theft detection system as the only viable solution we can see for this problem. Although it is regrettable that such a system is necessary, we have found that many other libraries throughout the country have also found it necessary to install these systems, including many libraries right here in the Merrimack Valley. Our Inventories have shown us that we are losing nearly five hundred books a year in adult non-fiction alone! The system could pay for itself in just three years based on this loss rate alone, not even counting losses in the rest of our collection - and we would be better able to provide you with the book you need, instead of pointing to an empty space on the shelf!

Respectfully submitted

Edward V. Reed, Director  
Eleanor Strang, Assistant Director



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2 Board of Adjustment Meeting 7:00 p.m.	3	4 Conservation Commission 7:30 p.m.	5	6
7	8 Board of Selectmen Meeting 7:00 p.m.	9 Planning Board Meeting 7:30 p.m.	10 Budget Committee Meeting 7:30 p.m.	11	12	13
14	15	16 Recreation Advisory Committee 7:30 p.m. 208 Water Quality Committee 7:30 p.m.	17	18	19	20
21	22 Board of Selectmen Meeting 7:00 p.m.	23 Planning Board Meeting 7:30 p.m.	24 Budget Committee Meeting 7:30 p.m.	25	26	27
28	29	30			<div>AUGUST</div> <div> <div>S</div> <div>M</div> <div>T</div> <div>W</div> <div>T</div> <div>F</div> <div>S</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>6</div> <div>7</div> <div>8</div> <div>9</div> <div>10</div> <div>11</div> <div>12</div> <div>13</div> <div>14</div> <div>15</div> <div>16</div> <div>17</div> <div>18</div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> <div>23</div> <div>24</div> <div>25</div> <div>26</div> <div>27</div> <div>28</div> <div>29</div> <div>30</div> <div>31</div> </div>	<div>OCTOBER</div> <div> <div>S</div> <div>M</div> <div>T</div> <div>W</div> <div>T</div> <div>F</div> <div>S</div> </div> <div> <div>1</div> <div>2</div> <div>3</div> <div>4</div> <div>5</div> <div>6</div> <div>7</div> <div>8</div> <div>9</div> <div>10</div> <div>11</div> <div>12</div> <div>13</div> <div>14</div> <div>15</div> <div>16</div> <div>17</div> <div>18</div> <div>19</div> <div>20</div> <div>21</div> <div>22</div> <div>23</div> <div>24</div> <div>25</div> <div>26</div> <div>27</div> <div>28</div> <div>29</div> <div>30</div> <div>31</div> </div>

# September 1986

## SALEM DISTRICT COURT



*District Court Judge  
Honorable Robert D. Marshall*

The Salem District Court processed 15,408 cases in 1985, a 22% increase over our figures for 1984.

A continuing increase is the number of D.W.I. cases that flow through the court system. Even with the publicity about the dangers and personal losses of drinking and driving, people continue to drive under the influence of alcohol. Further, the penalties are severe; for a first offense, loss of license for a year, a fine and mandatory attendance at an alcohol education program; for a second offense, loss of license for three years, a fine, a mandatory seven day jail sentence and mandatory attendance at an alcohol education program. Even with the publicity and penalties, the citizenry continues to be indifferent.

Last year we indicated that we would develop a rehabilitation program in Salem. As a result, we have combined the Court Services and Probation Departments and will now be known as the Probation Department. We found that both provide services that complement one another. As their reports reflect, the major distinction is the adult and juvenile offender. The Probation Department continues to service the people of Salem effectively and constructively. The diversionary programs continue to be successful as Salem has one of the lowest recidivist rates in the State.

This year we will continue to work with the S.A.D.D. (Students Against Drunk Driving) in

an effort to alleviate driving under the influence with our youth. However, it is important that the parents and the residents become involved to combat the problem. Also, with the legislative changes with juvenile placements and services, we will continue to provide the troubled youth with assistance so they can become responsible and constructive members of the community.

Hon. Robert D. Marshall

## REPORT OF THE PROBATION DEPARTMENT JUVENILE DIVISION SALEM DISTRICT COURT

The Probation Department also deals with the so-called "status offenders", those youth who habitually disobey the lawful demands of their parents, school officials, and others in various positions of authority. They are generally referred to as uncontrollables, truants, and runaways. Services provided include problem assessment, direct counseling, psychological evaluation, alternative placement (foster care, group homes, institutional), and outside agency referral. The principal focus of this department is delinquency prevention. An effort is made to prevent Court action by way of an elaborate diversion process which zeros in on various "symptoms" of delinquent behavior. Once these symptoms are identified, the wheels can be set in motion in terms of a plan for corrective action. In order for such a plan to produce beneficial results, parental participation and cooperation in the process is absolutely critical. Success in changing negative behavior patterns is often directly proportional to the extent in which parents are willing to actively participate in creating such change.

Raising children is a monumental task, and the decision to raise children carries with it an equally monumental responsibility. Every

parent, regardless of educational or socioeconomic standing has problems from time to time in the trying business of producing mature, stable, responsible, productive adults from helpless, screaming infants. Some parents see it as a labor of love, some see it as just labor. However you see it, what is important for you to know, is that help is available. Don't wait until what may appear to be routine behavior problems become unmanageable. Early identification remains an indispensable tool in problem resolution.

For further information or consultation, contact the Chief Probation Officer, Brad Mulhearn at 893-6597.

## SALEM PROBATION DEPARTMENT

Probation in Salem is an inexpensive and effective means of disposing of criminal and juvenile cases while providing appropriate supervision of offenders, protection for society and rehabilitation that returns to the community a productive, taxpaying citizen.

Currently, the Probation Department supervises in excess of 160 cases to include both adult and juvenile offenders and is responsible for the alternative sentencing program involving public service projects throughout the community. In addition, the Department collects indigent legal fees and oversees approximately 200 DWI offenders who are referred to the Alcohol Awareness Program.

Throughout its activities, the Probation Department keeps the Court informed of a person's progress and makes recommendations as to his or her adjustment in relation to society's expectations based upon the Probation Officer's working knowledge and final assessment of the individual.

Arthur H. Wyam  
Probation Officer  
Salem, District Court



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
SEPTEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	NOVEMBER S M T W T F S 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31			2 Conservation Commission 7:30 p.m.	3	4
5	6 Board of Selectmen Meeting 7:00 p.m.	7 Board of Adjustment Meeting 7:30 p.m.	8 Budget Committee Meeting 7:30 p.m.	9	10	11
12	13	14 Planning Board Meeting 7:30 p.m.	15	16	17	18
19	20 Board of Selectmen Meeting 7:30 p.m.	21 Recreation Advisory Committee 7:30 p.m. 208 Water Quality Committee 7:30 p.m.	22 Budget Committee Meeting 7:30 p.m.	23	24	25
26	27	28 Planning Board Meeting 7:30 p.m.	29	30	31	

# THE HOUSING AUTHORITY OF THE TOWN OF SALEM

## Salem, New Hampshire



The Salem Housing Authority continues assistance to 150 tenant households through the Public Housing Program, housing eligible elderly, handicapped and/or disabled persons at Millville Arms and Teller Circle. The Section 8 Housing Assistance Payments Program assists 37 households within the Town, subsidizing rentals with private landlords in existing housing units.

The Authority's Waiting Lists for both the Public Housing and Section 8 Programs continue to carry a large number (246) of eligible applicants and at this time expansion of the number of units under our jurisdiction appears dim. Federal funding for construction of new units is virtually non-existent and therefore we are working on the possibility of entering into a construction program under the auspices of the State Housing Finance Authority. Salem's rapid growth has diminished the inventory of existing units that might otherwise be available for our Section 8 Program.

A special dedication plaque has been installed at our Teller Circle Elderly Housing complex. The plaque introduces visitors to the area and honors the memory of the gentleman after whom the complex is named, Harold C. Teller.

In accordance with the Cooperation Agreement with the Town of Salem, entered into on September 25, 1971, the Salem Housing Authority continues to make an annual Payment in Lieu of Taxes (PILOT). As one of the Town's landlords, the Housing Authority also makes payments to the municipality for water and sewer services. A summary of payments to date is as follows:



The Salem Housing Authority will explore all avenues in an effort to continue providing housing assistance despite reduced funding. Respectfully submitted,

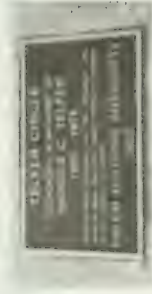
BOARD OF COMMISSIONERS  
Delbert F. Downing, Chairman  
Michael J. Carney, Vice-Chairman  
George Gelt  
Bertrand H. Duvernay  
Raymond A. Bower

### PAYMENT IN LIEU OF TAXES

1977 - 1985	\$59,902.30
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### WATER AND SEWER PAYMENTS

1977 - 1985	\$71,795.16
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Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
OCTOBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	DECEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31					1
2	3 Board of Selectmen Meeting 7:00 p.m.	4 Board of Adjustment Meeting 7:30 p.m.	5	6 Conversion Commission 7:30 p.m.	7	8
9	10	11 HOLIDAY	12 Budget Committee Meeting 7:30 p.m.	13	14	15
16	17 Board of Selectmen	18 Recreation Advisory 7:30 p.m. Planning Board 208 Water Quality Committee 7:30 p.m.	19	20	21	22
23	24	25 Planning Board Meeting 7:30 p.m.	26	27	28	29
30	Christmas Parade					

# November 1986

Chairman Stephen Buco  
Vice Chair Howard C. Glynn  
Sec. David B. Tilton, Sr.  
Henry J. Pavin, Jr.  
Ronald J. Belanger

Executive Asst. Beverly Spafford  
Clerk-Typist I Lydia F. Esnel  
Switch, Op/Clerk Ginni Johnson

Board of Selectmen  
Term - three (3) years  
Elected - five members

Legal

Contracted to outside firms

Town Manager  
Thomas M. Melena

Personnel Director Nicholas Manolis  
Personnel Asst. Anne Friedley

Fire - 60 Officers  
5 Civilians  
1 P.T.

Fire Chief Donald Bliss  
Deputy Chief A.J. Bodenrader  
Pal Dreyer  
Clerk-Typist (1) P.T.  
Captains (4)  
Lieutenants (12)  
Inspector (1)  
Firefighters (39)  
Firefighters Supt. (1)  
Dispatchers (4)

Police - 46 Officers  
11 Civilians  
12 P.T.

Chief John P. Gortley  
Commander James Ross  
Lieut. (1)  
Sergeants (6)  
Specialists (7)  
Patrolmen (26)  
Dispatchers (7)  
Clerical (5)  
Lawyer (1)  
Special Officers (12) P.T.

Public Works (60)

Public Works Director  
Edward J. Haine, Jr.  
Sergeant  
Donna Mae D'Agata  
Operations Supervisor  
Robert Partridge  
Clerk-Typist  
Alice Perrault  
Highway Division  
Working Teamster  
John Tighnall  
Employees (14)

Community Development (20)

Planning Director  
Ross A. Molinari  
Building Inspections Dept.  
Sergeant  
Beverly Harrison  
Boschman Harrison  
Building Official/Health Off.  
Ralph Hall  
Building Official  
Susan Zannini  
Building Official  
Ralph Hall  
Clerk-Typist (half time)  
Jean Knight

Finance and Administrative Services (19)

Finance Dept  
Finance Director  
Asst. Finance Director  
Lesley Holmgren  
Account Clerk  
Jackie Delaney  
A/P Clerk  
Susan Galvin  
Account Clerk  
Mary Delaney  
Account Clerk  
Mary Delaney  
Marlyn Forssen - app'l by BOS  
Assessing Dept  
Chief Assessor  
Normand Assessor  
Deputy Assessor  
Catherine Melvin  
Joyce Desrochers  
Jackie Guichard  
Data Processing  
John Bernard Manager  
Karen Landry, Sr. Programmer  
Town Clerk Elected  
Barbara Tessard  
Deputy Town Clerk  
Margaret Jackson  
Susan Norton  
M. P. Norton  
Lisa Callahan Elected  
John Langtry  
Deputy Tax Collector  
Mugel Munson  
Patricia Carter  
Treasurer Elected  
Richard Driscoll

Human Services (20-1)  
P.T. (1)

Welfare Dept  
Welfare Director  
James G. Gortley  
Clerk-Typist II  
Jean Knight (half time)  
Recreation Dept  
Recreation Director  
Brian Ross  
Program Coordinator  
Julie Gaudy  
Clerk Typist II  
Bernie Dupuis  
Seniors Program (3)  
Senior Citizens Coord.  
Sally Sweet  
Janet McPherson P.T.  
Frances Burke  
Probation Officers  
Frank Symes  
Chief Probation Off.  
Brad Mulhearn  
Clerk-Typist II  
Marie Dunblaskows



Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 Board of Selectmen Meeting 7:00 p.m.	2 Board of Adjustment Meeting 7:30 p.m.	3	4 Conservation Commission 7:30 p.m.	5	6
7	8	9 Planning Board Meeting 7:30 p.m.	10 Budget Committee Meeting 7:30 p.m.	11	12	13
14	15 Board of Selectmen Meeting 7:00 p.m.	16 Recreation Advis. Committee 7:30 p.m. 208 Water Quality Committee 7:30 p.m.	17 Budget Committee Meeting 7:30 p.m.	18	19	20
21	22	23 Planning Board Meeting 7:30 p.m.	24	25	26	27
28	29 Board of Selectmen Meeting 7:00 p.m.	30	31		NOVEMBER S M T W T F S 2 3 4 5 6 7 8 1 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	JANUARY S M T W T F S 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31

# December 1986

# Auditor's Letter of Comments and Recommendations

**Carri • Plodzick • Sanderson**  
accountants & auditors

A. Bruce Carri, C.P.A.  
Stephen D. Plodzick, P.A.  
Robert E. Sanderson, P.A.

193 North Main Street  
Concord, New Hampshire 03301  
Telephone: (603) 225-6946

**Carri • Plodzick • Sanderson**  
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Stephen D. Plodzick, P.A.  
Robert E. Sanderson, P.A.

193 North Main Street  
Concord, New Hampshire 03301  
Telephone: 603-225-6946

## ACCOUNTANT'S REPORT ON FINANCIAL PRESENTATION

To the Members of  
the Board of Selectmen  
Town of Salem  
Salem, New Hampshire

We have examined the combined financial statements and the combining, individual fund and account group financial statements of the Town of Salem, New Hampshire as of and for the year ended December 31, 1984, as listed in the table of contents. Our examination was made in accordance with generally accepted government auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

As described in Note 1b, the combined financial statements referred to above do not include financial statements of the General Fixed Asset Group of Accounts which should be included to conform with generally accepted accounting principles.

In our opinion, except that omission of the General Fixed Asset Group of Accounts results in an incomplete presentation, as explained in the above paragraph, the combined financial statements and the combining, individual fund and account group financial statements referred to above present fairly the financial position of the Town of Salem, New Hampshire at December 31, 1984, and the results of its operations for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Our examination was made for the purpose of forming an opinion on the combined financial statements taken as a whole and on the combining, individual fund and account group financial statements. The accompanying financial information listed as supplemental schedules in the table of contents is presented for purposes of additional analysis and is not a required part of the combined financial statements of the Town of Salem, New Hampshire. The information has been subjected to the auditing procedures applied in the examination of the combined, combining, individual fund and account group financial statements and, in our opinion, is fairly stated in all material respects in relation to the combined financial statements taken as a whole.

July 3, 1985

*A. Bruce Carri, CPA*  
*Carri - Plodzick - Sanderson*

July 3, 1985

Members of the Board of Selectmen  
Town of Salem  
Salem, New Hampshire

Dear Members of the Board:

We have examined the financial statements of the Town of Salem for the year ended December 31, 1984 and have issued our report thereon dated July 3, 1985. In connection with our examination, we reviewed and tested the Town's systems of internal accounting control and operating procedures to the extent we considered necessary. As a result of this examination, we are required by generally accepted government auditing standards. The purpose of our review of these systems was not to express an opinion on internal accounting control, and it would not necessarily disclose all weaknesses in the system.

In the following paragraphs, we present our comments and recommendations for improving specific aspects of the Town's systems and procedures. We also refer you to the appendix to this letter which explains the purpose of our review, its limitations, and the professional standards involved.

## Update of Previous Years Comments and Recommendations

### General

Typically, a report of this type places a greater emphasis on findings of a critical nature. Therefore, to put our comments and recommendations in proper perspective, it should be noted that the weaknesses observed are not necessarily the result of poor management. Oftentimes, they are due to factors outside the control of the Town's personnel, such as organizational restrictions, budgetary limitations or inadequate software systems. We have noted many positive aspects of the Town's financial management and procedures which are not set forth in this report.

Previous management letters have stressed the need for improvements in the following major areas of the Town's financial record-keeping system:

- General Ledger System and Monthly Financial Reporting
- Tax Collection Department
- Formal Accounting Policies and Procedures Manual
- General Fixed Asset Accounting



## General Ledger System and Monthly Financial Reporting

Past letters have detailed the need for establishing a double-entry general ledger system, in order to strengthen internal accounting controls over budgetary appropriations and revenues, accounts receivable and payable and encumbrances.

We recognize that there have been significant changes in the Town's management personnel during 1984 and 1985, which include changes in the finance and data processing departments. We have offered management the assistance of our management advisory services department in selecting new software, in order to assure that the system will encompass fund accounting requirements. As a result, we have an engagement with the Town to assist in the software selection process and to review the system during the design and development process, to provide management the needed assurance that auditable and properly controlled systems are being produced. We look forward to participating in this process and working with the new Finance Director and other management personnel.

### Lack of Tax Collection Internal Accounting Controls

The failure by the tax collector to attempt to properly reconcile the tax warrants on a periodic basis, or at year end, continues to be a major weakness in the internal accounting controls in this area.

We cite below, the findings as a result of our examination of the tax collector's accounts and records for 1984:

- A. It was necessary to make an adjustment of \$9,026 to the tax collector's accounts, in order to balance the warrants at December 31, 1984. We spent an inordinate amount of time, at additional expense to the Town, in attempting to reconcile the tax warrants.
- B. The year-end figures reported by the tax collector are inaccurate, and no attempt is made to reconcile the figures reported to the actual figures shown on the tax warrants or tax sale accounts.
- C. The State Statutes require that the Board of Selectmen issue warrants to the tax collector for all taxes assessed. There was no warrant signed by the Selectmen on the first installment for the 1984 semi-annual tax warrant, contrary to RSA 76.15a.
- D. Our testing of interest charges on delinquent taxes disclosed that interest was incorrectly computed in a number of instances. Incorrect computation of interest could result in lost revenues to the Town and lack of incentive for timely payment of taxes.
- E. The record of tax sale was inadequate, in that complete information on taxes sold at tax sale was not properly posted in the warrants.
- F. The tax collector was unable to furnish proof that delinquent taxpayers were notified on a timely basis prior to the tax sale, as required by State statutes.
- G. Daily cash collections are apparently not reconciled to the posted receipts. In many instances, the daily deposits with the Town treasurer indicate unaccountable shortages and overages.
- H. Software for the tax department is inadequate. Reports should be generated which produce a) tax warrants detailing the total tax billed, separated by the first and second commitments; b) all activity for each account, including payments and abatements by date; c) any balance due or overpayment of account; and d) removal of credit balances once payments are refunded by the Town.

I. A procedures manual was developed for the tax collector's office. It outlines procedures for maintaining internal accounting controls and work efficiency. Many of the procedural requirements contained in the manual are not being followed, i.e., monthly and year-end reconciliations.

J. Internal control over resident tax abatements is very lax. Approved abatement forms do not show a total dollar amount. Therefore, changes could be made in the listing subsequent to approval by the Board of Selectmen. Also, added 1983 resident tax warrants approved by the Selectmen amounted to \$5,420. The tax collector's report indicated \$4,760, or a difference of \$660.

K. Property taxes due to the Town in 1984 were included as part of the unremitted taxes at December 31, 1984. We were advised by the tax collector that the computer system does not have the ability to record tax debts.

In summary, there has been repeated criticism in previous auditors' management letters concerning the operation of the tax collector's office. The tax collector should be required to reconcile all tax warrants and tax sale levies on a periodic basis. The tax collector's year-end report for the Town report should contain accurate information as obtained from the tax warrants. Simply inserting uncollected tax figures to balance the records, should be unacceptable.

We recommend that independent auditors be hired to work with the tax department, to assure that the manual of procedures established is being utilized. Based on past history, until such time as there is direct supervision over this department, we do not foresee a great deal of improvement in the situation as it stands.

### Formal Accounting Policies and Procedures Manual

We continue to recommend that an accounting procedures manual be developed.

The functioning of key accounting and operational controls in the Town of Salem is dependent upon the task knowledge of employees, such that the absence or termination of those employees does not provide the continuity necessary to insure the continued enforcement of control procedures. As a minimum, the manual should contain: 1) a description of all departmental accounting and bookkeeping records; 2) an organizational chart and job description for each accounting function by department; 3) a detailed chart of accounts and their descriptions; 4) a listing of, and procedure for, preparing regular financial reports; 5) a policy statement regarding document filing and records retention; and 6) a description of accounting checks, proofs to be performed regularly, and procedures for accounting for all recurring types of financial transactions.

The Town receives approximately twelve percent of general fund revenue from licenses, permits and charges for services which are generally classified as income from departments. This includes the police for outside duty, the ambulance and recreation departments, building, electrical and plumbing permits, sale of tax maps, police fines and cemetery, to name a few sources.

Our audit examination includes a review of the internal control for the income received by these departments, and we do make bookkeeping suggestions and recommendations to the personnel.

As we suggested last year, with the new data processing system being developed, this would be an opportune time to review the various recordkeeping functions. Without constant review, especially in governmental operations, a gradual erosion can occur in the centralized accounting, receiving and treasury functions (so important to proper internal control), in which departments attempt to function as independent entities.

# Treasurer's Note, Bond and Coupon Register

The State Revised Statutes Annotated, Chapter 33-12 requires that the Town Treasurer maintain a register, in such form as prescribed by the Commissioner of Revenue Administration, which shall state the particulars of all bonds and notes issued by the town.

Our examination revealed that the Treasurer does not maintain such a register, and we suggest that he obtain, if possible, a waiver from the Commissioner of Revenue Administration, if convinced that it is not practicable to comply with the regulations because of the number of outstanding debt issues. This is a previous recommendation.

## General Fixed Asset Accounting

In general, accounting for fixed assets provides information for estimating the amount of insurance needed, monitors asset utilization, provides a safeguard over the asset, and allows for depreciation to be estimated when applicable. The Town does not maintain records for its investment in property, plant and equipment.

Fixed asset accounting should be considered when determination of applications to be automated is made. Revenue sharing and certain grants, as well as generally accepted accounting principles, require that adequately fixed asset records be maintained.

## Accrual Basis of Accounting - Year End Closing

Our review of the outstanding encumbrances and payables as of December 31, 1984, disclosed the lack of continuity in recognizing payables at year end. We tested invoices paid in the subsequent year and, as a result, added an additional \$46,711 to the accounts payable.

It is imperative that the finance department establish, within the purchase order system, controls over all invoices received from vendors. We refer to our recommendation in this letter, concerning the need to review departmental internal accounting control procedures and document procedures in writing.

Particularly at year end, department heads should not be allowed to control the payment of invoices by budget year. This could materially distort the financial position of the town by the understatement of liabilities.

We would like to take this opportunity to acknowledge the courtesy and assistance extended to us by the Town officials and office personnel during the course of our examination. After you have had an opportunity to consider our comments and recommendations, we would be pleased to discuss them with you.

Very truly yours,

*A. Rene Cani CPA*

*Cani - Phyllis L. Sanderson*

# CEMETERY FUNDS ADDITIONS TO PERPETUAL CARE FUND 1985

NAME	AMOUNT	NAME	AMOUNT
Walter J. Colwall	\$260.00	Walter J. Colwall	\$130.00
Ashten B. Hyatt	165.00	Ashten B. Hyatt	260.00
Paul LaPlante	130.00	John F. Collins	130.00
Alfred & Dorothy Lee	130.00	Ann E. Jeffries	65.00
John S. Raffone	130.00	Edwin J. Gage	260.00
Suzanne Senter	130.00	Shirley M. Kelly	390.00
Morgan M. Davis	260.00	Margaret S. Dunham	260.00
James LeGrice	150.00	David J. Broughton	195.00
Doris M. Welch	130.00	George & Marie Maisseas	130.00
Sylvia M. Derrane	130.00	Gerard Asselin	65.00
Flower Fund	300.00	Randal Davis	60.00
	65.00	Arnon A. Botelho	45.00
	260.00	Joseph Bezuka	65.00
	130.00	Patrick F. King	150.00
	130.00	Richard Chesley	150.00
	195.00	Robert Chesley	130.00
	65.00	John F. Stone	195.00
	130.00	John H. Stone	130.00
	130.00	Roger Reardon	130.00
	65.00	Robert Schmittack	130.00
	130.00	Joseph B. Walloy	195.00
	65.00	Roland Brifault	130.00
	260.00	Robert B. Edmonds	130.00
	165.00	0-King Leung	130.00
	195.00	Joseph L. Ouellette	260.00
	65.00	Gene A. Derouin	130.00
	195.00	Neodrow S. Chmielewski	130.00
	130.00	John S. Ouellette	130.00
TOTAL	\$10,540.00		

## SALEM FIRE DEPARTMENT

## FOR ANNUAL REPORT

1985 STATISTICS

<u>FIRE EMERGENCIES:</u>	<u>AMBULANCE EMERGENCIES:</u>	<u>BUILDING</u>	<u># PERMITS</u>	<u>VALUATION</u>
1,318	<u>Ambulance I (Central) = 1,182</u>	Single Family	154	\$14,830,312
44	<u>Ambulance II (North) = 213</u>	Duplex	29	1,439,900
28	<u>Ambulance III (South) = 357</u>	Residential Alterations/Additions	330	1,871,295
26		Commercial	23	9,008,290
18		Commercial Alterations/Additions	77	6,820,555
152		Signs	98	95,576
23		Fences	38	38,327
75		Swimming Pools	52	170,401
40		Multi-Family	1	990,000
275		Mobile Home	21	427,000
51		In-Law Apt.	6	104,000
60		Garage	14	100,550
18		Subtotal	1183	37,685,249
160		Electrical	697	
14		Plumbing	481	
107		Septic Systems - New Repairs	148	
629		Wells	17	
83			99	
1				
14				
	Chief Donald B. Bliss	Grand Total	2645	38,695,429

Ross Moldoff  
Administrator of Development



Applicant	Project	Location	Map & Lot
Lody Realty Trust	8 lot subdivision	Porcupine Circle	98-10
Wescott Realty	14,400 s.f.-industrial bldg.	Raymond Avenue	43-4B
Continental Realty	15,600 s.f.-industrial bldg.	Delaware Dr.	98-19A
Rockingham Auto Sales	13,400 s.f.-showroom & service area for new auto dealership	Cluff Road	11-7
Salem Professional Park Trust	40,800 s.f.- industrial bldg.	Stiles Road	92-23-8
Yennaco Realty	27,000 s.f.- retail complex	South Broadway	4-13
Canobie Lake Realty	9,000 s.f.-warehouse/storage bldg.	Canobie Lake Park	39-20
Edmunds & Wilson	27 lot subdivision	Route 111/Ermer Road	66-3, 66-30
EVCO	21 lot subdivision	Pelham Road	91-7
Rockingham Venture	turf track, new barns	Rockingham Park	93-10
Trappert Brown	3 - 20,000 s.f.- industrial buildings	Industrial Way	86-23
B & K Development	31 lot subdivision	Barton Avenue	104-1A
Spineili-Hickey	25,000 s.f.- industrial bldg.	Industrial Way	86-20
Fiber Kraft	17,500 s.f.- industrial bldg.	Industrial Way	86-21
S. C. C. Associates	9100 s.f.-addition (indoor pool)	Manor Parkway	87-6R
Lody Realty Trust	22 lot subdivision	Porcupine Circle	98-10
Proko Honda	8600 s.f.- addition, New Car Dealership	N. Broadway	78-11C
Rockingham County Trust	5300 s.f.- addition	N. Broadway	33-2B
Wescott Realty	16,200 s.f.- industrial building	Raymond Avenue	92-30B
J. Szemplinski	28,000 s.f.- retail mall	S. Broadway	10-8
Exxon Corp.	5000 s.f.- convenience store and station	S. Broadway	13-3
Standex Corp.	6200 s.f.- addition	Manor Parkway	87-6C
Salem Professional Park Trust	28,200 s.f.- office complex (2 buildings)	Stiles Road	92-23-7
Brooks Properties	70,000 s.f.- industrial complex (2 buildings)	Industrial Way	87-19
Prestige Realty Trust	9600 s.f.- office building	Main Street	65-7B
Arlington Realty Trust	44,000 s.f.- addition to industrial building	Catalan Drive	104-15G
Kamal	4800 s.f.- car wash	South Broadway	13-33
Bangs	7 lot subdivision	Off Dandridge Ave.	83-3
Jordan Industries	4980 sq. ft.- car wash	No. Broadway	33-85
Red Roof Lanes	109 Unit Motel	Off So. Policy	48-50
JRD Realty	56,000 sq. ft.- retail mall	South Broadway	10-8
Keewaydin Shores	7 lot subdivision	Industrial Way/Commercial Drive	91-19
Salem Professional Park Trust	28,160 sq. ft.- office complex (2 buildings)	Stiles Road	92-23-9

# 1985 WELFARE STATISTICS

## LANDFILL DIVISION

Total Tonnage for 1985 is as follows:

MONTH	Commercial Tonnage	Residential Tonnage
January	324.05	874.65
February	253.91	666.50
March	241.39	866.83
April	248.77	933.02
May	314.90	974.68
June	195.43	985.48
July	284.28	961.16
August	236.35	941.32
September	151.15	925.84
October	163.97	928.18
November	183.25	929.95
December	146.14	979.09

Robert E. Partridge  
Operations Supervisor

The following list is the 1985 year-end breakdown of the Town Welfare Program as mandated by the Town's Welfare Guidelines and State Law:

Food	-	\$ 3,789.00
Rent	-	26,603.00
Utilities & Fuel	-	5,747.00
Medical	-	573.00
Other Assistance	-	1,121.00
Medical/Court Cost	-	4,899.00
Foster Care	-	7,304.00
Youth Placement	-	36,069.00
Property Liens	-	7,949.00
Town Share OAA/APTD/INC	-	45,268.00
Total Expenses	-	\$139,322.00
Minus Reimbursements*	-	27,852.00
NET COST	-	\$111,470.00

\*Recoveries were made from households previously assisted and from legally liable government units.

Robert Loranger, Welfare Director

## POLICE DEPARTMENT STATISTICS

### UNIFORM CRIME REPORT (PART 1 OFFENSES)

	1985	1984
Murder	0	0
Manslaughter	0	1
Rape	2	2
Robbery	20	14
Assault	110	35
Burglary	163	179
Larceny	654	657
Motor Vehicle Theft	186	158
Arson	3	6
TOTAL:	1,138	1,052

### DEPARTMENT ACTIVITIES

	1985	1984
Patrol Mileage	452,932	439,333
Calls for Service	30,738	29,694
Accidents Reported	1,938	1,564
Fatalities	2	3
Adult Arrests	1,482	1,247
Juvenile/Arrests	173	159
Summonses Issued	2,708	2,384
Warnings Issued	5,584	4,007
Telephone Message Units	N/A	94,119
Radio Message Units	281,706	250,261

# KELLEY LIBRARY STATISTICS 1985

KELLEY LIBRARY TREASURER'S REPORT

"DEDICATED TO SERVING YOU"

## ADULT SERVICES:

Circulation:	
BOOKS, MAGAZINES AND PAPERBACKS.....	117,399
PHONOGRAPH RECORDS, AUDIO CASSETTES, ART PRINTS.....	4,356
FILMS AND AV EQUIPMENT.....	131
MUSEUM PASS.....	74
Sub Total.....	120,764

173 BOOK REQUESTS PROCESSED	
2,762 RESERVE NOTICES PROCESSED	
7,968 OVERDUE NOTICES PROCESSED	
18,288 OVERDUE MATERIALS PROCESSED	
1,540 NEW BORROWERS REGISTERED	

## CHILDREN'S SERVICES:

Circulation:	
BOOKS MAGAZINES AND PAPERBACKS.....	63,679
PHONOGRAPH RECORDS AND AUDIO CASSETTES.....	1,949
TOYS.....	158
FILMS AND VIDEO CASSETTES.....	1,095
Sub Total.....	66,881

4,336 OVERDUE NOTICES PROCESSED	
9,933 OVERDUE MATERIALS PROCESSED	
487 NEW BORROWERS REGISTERED	
2,584 STORY HOUR ATTENDANCE	
1,831 OTHER PROGRAMS ATTENDANCE	

CIRCULATION GRAND TOTAL..... 187,645

## INFORMATION AND REFERENCE SERVICE:

REFERENCE AND RESEARCH QUESTIONS ANSWERED	8,252
INTER-LIBRARY LOAN REQUESTS PROCESSED	974
ONLINE DATABASE SEARCHES CONDUCTED	199

## CATALOG AND TECHNICAL PROCESSING SERVICES:

4,451 HARDCOVER BOOKS CATALOGUED AND PROCESSED	
3,554 PAPERBACKS AND OTHER LIBRARY MATERIALS PROCESSED	
2,671 LIBRARY BOOKS AND OTHER LIBRARY MATERIALS WITHDRAWN	

Balance of Cash on Hand January 1, 1985

Income 1985:	
Town of Salem	467,664.85
Fees & Charges	18,032.17
Material of Trade	8,363.77
Grants	3,600.85
Trust Funds	1,400.00
Gifts	1,055.95
Interest	1,594.53
Total Income	497,132.07

Total Available Funds 1985

Expenses 1985:	
Personal Services	329,296.92
Fees & Charges	16,516.59
Material of Trade	89,195.08
Supplies	21,550.43
Services & Other Charges	44,520.66
Equipment	5,444.26
Town of Salem	2,532.17
Total Expenses	497,851.11

Balance of Cash on Hand December 31, 1985

Checking Account	1,453.72
Petty Cash (4 accounts)	14.98
	1,621.70

Cash Balances, December 31, 1985:

1,621.70

499,475.81

2,338.73



ASSESSING DEPARTMENT  
SUMMARY INVENTORY

	1984	1985
Land		\$194,031,620.00
Building	\$189,418,265.00	371,428,900.00
Gas Companies	349,778,350.00	31,200.00
Electric Plants	31,200.00	7,094,000.00
Oil Pipeline	7,094,000.00	119,800.00
	119,800.00	
TOTAL GROSS VALUATION	\$546,441,615.00	\$572,705,520.00
Elderly Exemption	- 3,717,200.00	- 3,832,000.00
Blind Exemption	- 104,000.00	- 97,200.00
TOTAL NET VALUATION	\$542,620,415.00	\$568,776,320.00
Taxes before Veterans Exemption	16,913,437.00	19,630,148.00
Minus Veterans Exemption	112,440.000	109,244.00
NET PROPERTY COMMITMENT	\$16,800,997.00	\$19,739,392.00
TAX RATE	31.17	34.90

CURRENT USE (OPEN SPACE)

Total Current Use acreage	2,741	2,654
Total full Value	\$5,929,860	\$5,750,000
Current Use Value Assessment	221,160	223,450
Total Assessment reduction due to Current Use	\$5,707,700	\$5,526,550

Normand Pelletier  
Chief Assessor



# TOWN OF SALEM NEW HAMPSHIRE

MUNICIPAL OFFICES 33 GEREMONTY DRIVE • ZIP CODE 03079

TELEPHONE 603 893 3731



# TOWN OF SALEM NEW HAMPSHIRE

MUNICIPAL OFFICES 33 GEREMONTY DRIVE • ZIP CODE 03079

TELEPHONE 603 893 3731

## REPORT OF TOWN CLERK

1 9 8 5

### Automobile Tax Permits

1985 (29,903) \$1,780,724.00

### Dog Licenses

1984 ( 28) 102.85  
1985 ( 1280) 5,306.25

### Title Fees

8,622.00

### Certified Copies

1,918.00

### Uniform Commercial Code Filings

8,000.50

### Collection Fees

379.00

### Filing Fees

16.00

### Recording Fees

28.00

### Legal Fees---Dogs

195.00

### Marriage License Fees

6,136.00

### Miscellaneous

118.00

\$1,811,545.60

Less Remittance to State of N.H.  
for Marriage License Fees

- 6,136.00

\$1,805,409.60

*Barbara M. Lessard*  
Barbara M. Lessard  
Town Clerk, Salem, NH

## REPORT OF TOWN CLERK

### VITAL STATISTICS

1 9 8 5

### Recorded in the Town Clerk's Office:

Marriages 463

Births (Born in Salem, NH) 1

Deaths 118

Deaths, non-residents  
(buried in Salem, NH) 50

*Barbara M. Lessard*  
Barbara M. Lessard  
Town Clerk, Salem, NH





# CONTINGENCY FUND

1985

Appropriated

5,000.00

Expended

133.46

Balance December 31, 1985

4,866.54

Expended:

Hurricane Expenses

Turner's Dairy

28.80

Salem School District

104.66

TOTAL:

133.46

## CONSERVATION FUND

1985

Cash on Hand January 1, 1985

17,851.41

Receipts:

Interest

959.92

From Town of Salem

1,000.00

19,811.33

Expended:

-0-

Balance December 31, 1985

19,811.33

# CAPITAL PROJECTS FUND

BALANCE  
+ (-)

APPROP.  
1985

PURPOSE

PRIOR YEAR EXPENDED  
CARRYOVERS

EXPENDED

Tax Relief 125,000

125,000

Road Imp.

5,245

3,762

Dam Repairs

4,663

4,663

Roads

41,704

41,704

Landfill Imp.

15,399

15,399

Plant Imp.

68,479

57,174

Sewer Cons. I

1,749,352

11,305

Sewer Cons. II

2,484,102

132,332

Water Facilities

42,000

2,185,114

Water Imp.

118,085

20,566

Water System 1,250,000

94,479

60,980

Duston Rd Water

27,700

3,579

1,375,000 5,002,629 3,172,805 3,204,824

## CAPITAL PROJECTS FUND

1985

Cash on Hand January 1, 1985

652,713

Receipts:

Interest

274,015

EPA Reimbursements

65,700

Farm Revenue Sharing Acct.

2,375

Net Proceeds - Bond Sale

4,500,000

Accounts Receivable

1,250,000

Total Cash and Receivable:

6,744,803

Appropriations Committed

3,172,805

Encumbrances

3,204,824

Fund Balance

367,174

Total Fund Balance and Expenditures:

6,744,803

FEDERAL REVENUE SHARING FUND

Cash on Hand January 1, 1985

428,546

Receipts:

From Federal Government

307,563

Interest Earnings

32,619

Total Cash:

768,728

Expenditures

Encumbrances

523,513

Fund Balance

32,523

Total Fund Balance and Expenditures:

768,728

REVENUE SHARING 1985

BUDGET 1985 PRIOR YEARS EXPENDED ENCUMBERED BALANCE + (-)

373,432 38,786 373,432 38,786

Open Space

Land

Debt Ser.

Computer

Acq.

Microfilm

Supplies

Voting

Equip.

Police

Equip.

Fire

Equip.

Recreation

Ballfields

Library

Roof

Phase III

Mapping

High.Land

Acq.

Traffic

Controller

Engineering

Services

Water Qual.

38,786

373,432

2,814

3,780

2,000

5,893

44,483

7,731

15,844

16,735

42,100

14,038

20,000

4,000

2,246

3,780

2,000

500

139,989

6,138

1,802

20,000

1,500

254

212,693

3,234

WATER DEPARTMENT

PURPOSE	BUDGET 1985	CARRY OVER 1984	EXPENDED 1985	CARRYOVER 1985	BALANCE + (-)
Personal Services	233,756		188,588		45,168
Supplies	54,325	2,840	37,041	9,678	10,446
Services & Other Charges	668,477	10,705	488,639	219	190,324
Outlay	124,000	13,060	49,371	84,007	3,682
	1,080,558	26,605	763,639	93,904	249,620

Revenue - 1985 Change in Fund Status 1,080,558 897,475 (183,083) 66,537

SEWER DEPARTMENT

PURPOSE	BUDGET 1985	CARRY OVER 1984	EXPENDED 1985	CARRYOVER 1985	BALANCE + (-)
Personal Services	144,170		83,705		60,465
Supplies	70,850	161	17,782	484	52,745
Services & Other Charges	701,244	5,021	787,650		(81,385)
Outlay	500		279		221

916,764 5,182 889,416 484 32,046

Revenue - 1985 Change in Fund Status 916,764 656,823 (259,941) (227,895)

Reserve for 1986 article (accessibility fees) 291,440

STATEMENT OF APPROPRIATION AND TAXES ASSESSED - 1985

General Government

Town Officers' Salaries 46,320  
 Town Officers' Expenses 803,568  
 Election & Registration Expenses 11,378  
 Cemeteries 110,023  
 General Government Buildings 114,012  
 Planning and Zoning 4,000  
 Legal Expenses 40,500  
 Contingency Fund 5,000

Public Safety

Police Department 1,704,995  
 Fire Department 1,963,162  
 Civil Defense 15,800  
 Building Inspections 145,539  
 Comprehensive Master Plan 25,000  
 Outside Detail - Police 200,000

Highways, Streets, Bridges

Town Maintenance 268,475  
 General Highway Dept. Expenses 815,508  
 Street Lighting 216,038  
 Drainage Study 35,000

Sanitation

Solid Waste Disposal 251,887

Health

Water Quality Study 2,000  
 Mosquito Control 11,000  
 Animal Control 33,210  
 District Nurse 22,436  
 Flu Shot Program 1,000  
 Family Counseling 23,247

Welfare

General Assistance 143,280  
 Old Age Assistance 36,000  
 Homemaker Service 11,834  
 Retired Senior Volunteer Program 1,400  
 RCCAP 3,303

Culture and Recreation

Library 486,114  
 Parks and Recreation 135,841  
 Patriotic Purposes 9,800  
 Elderly 55,999  
 Tennis Courts 70,000  
 Recreation Fees and Charges 42,000

Debt Service

Principal of Long-Term Bonds 482,500  
 Interest Expense - Long-Term Bonds 562,705  
 Interest Expense - Tax Anticipation Notes 100,000  
 Interest Expense - Other Temp. Loans 112,500

Capital Outlay

Equipment - All Departments 405,700  
 Water Improvements 1,250,000  
 Route 28 Improvements 50,000  
 Miscellaneous  
     District Court Expenses 120,052  
     Municipal Water Department 1,080,558  
     Municipal Sewer Department 916,764  
     FICA, Retirement, Pension 715,411  
     Insurance 334,071  
     Unemployment Compensation 19,500  
     Other Employee Benefits 442,405  
 TOTAL APPROPRIATIONS: 15,161,353



SOURCES OF REVENUE

Taxes

Resident Taxes 210,000  
National Bank Stock Tax 10  
Yield Taxes 1,000  
Interest and Penalties on Taxes 187,000  
Boat Tax 15,000

Intergovernmental Revenues - State

Shared Revenues - Block Grant 352,691  
Highway Block Grant 248,550  
Railroad Tax 422  
State Aid Water Pollution Projects 35,710

Intergovernmental Revenues - Federal

HCRS 35,350

Licenses and Permits

Motor Vehicle Permits 1,400,000  
Dog Licenses 5,500  
Business Licenses, Permits & Filing Fees 171,300

Charges For Services

Income from Departments 174,850  
Rent of Town Property 25,000  
Outside Police Detail 225,000  
Recreation Fees and Charges 50,000  
Water Management Fee 17,000

Miscellaneous Revenues

Interest on Deposits 350,000  
Sale of Town Property 151,025  
Capital Projects Fund - Interest 125,000  
Trust Fund - Interest 22,000  
Return -VC/WC Funds 95,000  
Cable Franchise 18,000

Other Financing Sources

Proceeds of Bonds 1,250,000  
Income from Water and Sewer Departments 1,997,322  
Revenue Sharing Fund 373,432  
Fund Balance 459,702

TOTAL REVENUES AND CREDITS

7,995,464

TAX RATE COMPUTATION

Total Town Appropriation 15,161,353  
Total Revenues and Credits - 7,995,464  
Net Town Appropriations 7,165,889  
Net School Tax Assessment 12,122,921  
County Tax Assessment 817,483

Total of Town, School, and County 20,106,293

Deduct Total Business Profits 663,018  
Tax Reimbursement 110,100  
Add War Service Credits 296,919  
Add Overlay

Property Taxes to be Raised: 19,850,294

Valuation	Tax Rate	Property Taxes to be Raised
568,776,320	x 34.90	19,850,293.57

STATEMENT OF EXPENDITURES

Governing Bodies	48,402	Mary Queen of Peace - Ballfields	9,600
District Court	118,732	Comprehensive Master Plan	13,000
Town Manager	75,555	Water Quality	2,000
Tax Collector	67,443	Taxes Sold to Others	10,555
Town Clerk	74,882	Misc. Expenses	2,902
Finance	135,500	Overlay	69,493
Assessing	82,442	Tax Sale	338,989
Municipal Buildings	111,198	Temporary Loans	2,000,000
Elections	11,600		
Legal Services	63,286		
Boards and Committees	10,294		
Personnel	64,846		
Data Processing	221,253		
Debt Service	1,186,554		
Contingency	134		
Employee Benefits	1,002,083		
Insurance	441,228		
Police Department	1,707,412		
Fire Department	2,018,768		
Resources and Development	132,260		
Animal Control	36,140		
Civil Defense	16,048		
Outside Human Services Org.	46,750		
Welfare Department	168,361		
Recreation Department	132,960		
Elderly	57,830		
Library	483,165		
Community Contributions	9,591		
Public Works	1,387,197		
Street and Traffic Lighting	215,391		
Local and Grant Programs	309,944		
Sewer Department	889,416		
Water Department	763,638		
Capital Equipment	1,040,015		
School District	11,875,120		
County Tax	817,483		
Mosquito Control	10,862		
RSVP	1,400		
Hedgehog Park Dev.	3,140		
Homemaker Service	11,834		
RCCAP	3,303		
Employee Retirement Fund	18,962		

28,318,961

9,600  
13,000  
2,000  
10,555  
2,902  
69,493  
338,989  
2,000,000

## STATEMENT OF RECEIPTS

Property Tax - Current Year	18,283,702
Property Tax - Previous Years	1,062,660
Resident Tax - Current Year	157,019
Resident Tax - Previous Years	13,946
National Bank Stock Tax	10
Boat Tax	12,997
Current Use	79,780
Interest on Taxes	67,355
Resident Tax Penalties	2,210
Shared Revenue	352,691
Business Profits Tax	663,018
Sewer Reimb. WPC	58,002
Highway Block Grant	248,550
Yield Tax	1,292
Civil Defense	1,642
Railroad Tax	22
Hedge Hog Park	1,613
Mary Queen of Peace - Ballfield	19,109
Auto Permits	1,779,752
Title Fees	8,622
Trotting and Racing	60,900
Dog Licenses	5,392
Building Permits	141,644
Electrical Permits	5,060
Plumbing Permits	5,967
Misc. Insp. Permits	2,476
Sunday Sales	11,502
WSPCC Permits	3,760
Misc. Protective Licenses	1,909
Court Fines	3,489
Election and Registration	2,104
Recording & Clerk Charges	10,573
Sale Maps, etc.	2,176
Parking Fines	12,999
Pistol Registration	1,550
Reimbursable Detail	347,331
Misc. P.D. Charges	14,737
Animal Control	1,249
Ambulance Service	17,823
Misc. Fire Dept. Charges	653
Public Hearings	7,722
Land Use Ordinance	1,242

# Police Alarms

Welfare Reimbursements	11,506
Welfare Liens - Current Year	357
Welfare Liens - Previous Years	30,735
Library Charges	18,032
Public Works Charges	13,800
Cemetery Charges	18,454
Recreation Charges	54,127
Sewer Rental	656,823
Sewer Connection Fees - Reserved	291,440
Water Sales	897,475
Capital Projects - Interest	125,000
Interest Earnings	228,207
Rent - Town Property	18,797
Sale - Town Property	27,116
Tax Sale	458,012
Tax Sale Interest	83,354
Tax Sold to Others	585
Sewer Adm. Charges	21,000
Water Adm. Charges	30,000
Return - Comp. Programs	107,026
Cable Franchise	18,867
Ins. Adjustments	7,428
Sale of Town Histories	275
Payment in Lieu of Taxes	20,488
Revenue Sharing - Debt Service	373,432
Misc. Income	14,076
Tax Collector - Short	(1,145)

27,002,172



STATEMENT OF TOWN DEBT  
FOR THE YEAR ENDING DECEMBER 31, 1985

<u>ISSUE</u>	<u>AMOUNT ORIGINAL ISSUE</u>	<u>INTEREST RATE</u>	<u>FINAL PAYMENT</u>	<u>1/1/85 OUTSTANDING DEBT</u>	<u>RETIRED DURING 1985</u>	<u>OUTSTANDING PRINCIPAL 12/31/85</u>	<u>PRINCIPAL DUE 1986</u>	<u>PAYMENTS SCHEDULED 1986</u>
<b>Water Bonds</b>								
Issued 1961	450,000	3.80	7/1/91	140,000	20,000	120,000	20,000	100,000
Issued 1965	550,000	3.40	7/15/94	170,000	20,000	150,000	10,000	140,000
Issued 1967	200,000	4.40	9/15/97	65,000	5,000	60,000	5,000	55,000
Issued 1972	600,000	5.00	1/15/92	240,000	30,000	210,000	30,000	180,000
Issued 1978	780,000	6.75	12/1/98	570,000	40,000	480,000	40,000	440,000
Issued 1982	250,000	9.009	12/1/97	210,000	20,000	190,000	20,000	170,000
Issued 1985	600,000	9.25	3/1/05	600,000	--	600,000	30,800	569,200
	<u>3,430,000</u>			<u>1,945,000</u>	<u>145,000</u>	<u>1,810,000</u>	<u>163,800</u>	<u>1,646,200</u>
<b>Sewer Bonds</b>								
Issued 1963	1,620,000	3.0	4/1/93	635,000	65,000	570,000	65,000	505,000
Issued 1967	500,000	4.20	9/15/92	160,000	20,000	140,000	20,000	120,000
Issued 1969	185,000	6.50	12/1/89	36,000	10,000	25,000	10,000	15,000
Issued 1969	650,000	6.30	12/1/89	150,000	30,000	120,000	30,000	90,000
Issued 1972	655,000	5.00	1/15/92	240,000	30,000	210,000	30,000	180,000
Issued 1973	825,000	5.20	10/1/93	360,000	40,000	320,000	40,000	280,000
Issued 1974	1,900,000	5.50	6/1/93	900,000	100,000	800,000	100,000	700,000
Issued 1978	450,000	6.75	12/1/98	300,000	25,000	275,000	25,000	250,000
Issued 1982	600,000	9.009	12/1/97	503,000	48,500	454,500	44,500	406,000
Issued 1985	<u>6,200,000</u>	<u>9.25</u>	<u>3/1/05</u>	<u>6,200,000</u>	<u>--</u>	<u>6,200,000</u>	<u>319,200</u>	<u>5,880,800</u>
	<u>13,585,000</u>			<u>9,483,000</u>	<u>368,500</u>	<u>9,114,500</u>	<u>697,700</u>	<u>8,426,800</u>
<b>Municipal Bonds</b>								
Issued 1982	2,100,000	9.009	12/1/97	1,761,000	169,000	1,591,500	169,500	1,422,000
<b>Highway Bonds</b>								
Issued 1979	1,700,000	5.70	5/1/94	1,075,000	125,000	950,000	125,000	825,000
Issued 1982	<u>150,000</u>	<u>9.009</u>	<u>12/1/97</u>	<u>126,000</u>	<u>12,000</u>	<u>114,000</u>	<u>12,000</u>	<u>102,000</u>
				<u>1,201,000</u>	<u>137,000</u>	<u>1,064,000</u>	<u>137,000</u>	<u>927,000</u>
<b>TOTALS:</b>	<u>20,965,000</u>			<u>14,390,000</u>	<u>810,000</u>	<u>13,580,000</u>	<u>1,155,000</u>	<u>12,425,000</u>

\*Payments of principal and interest guaranteed by State of New Hampshire.

## COMPARATIVE STATEMENT OF APPROPRIATIONS

1985

ACCOUNT	BUDGET 1985	CARRYOVER 1984	EXPENDED 1984	CARRYOVER 1985	BALANCE + (-)
Governing Bodies	46,320		48,402		(2,082)
District Court	120,052	40	118,732	249	1,901
Town Manager	68,375	830	75,555		4,915
Tax Collector	68,375	100	67,443		652
Town Clerk	78,210		74,881	30	3,329
Fire Dept.	148,863		135,500	5,499	7,864
Assessing	89,866		82,442		7,431
Municipal Buildings	114,012	7	111,198	2,381	2,491
Elections	11,376	2,058	11,599		(223)
Legal Services	40,500	5,098	63,286		(17,688)
Boards & Comm.	13,706	210	10,294	96	3,526
Personnel	63,398	121	64,846		(1,327)
Data Processing	265,000		221,253		71,151
Debt Services	1,257,705		1,186,554		4,867
Contingency	5,000		133		141,506
Employee Benefits	1,141,836	1,753	1,002,083		(106,360)
Insurance	334,071		441,228		(106,360)
Police Dept.	1,704,995	26,875	1,707,412	10,123	14,335
Fire Dept.	1,963,162	2,897	2,018,767	25,600	(78,308)
Resources & Dev.	145,539	74	132,260	52	13,301
Animal Control	33,210	695	36,140		(2,235)
Civil Defense	15,800	2,841	16,048	1,503	1,090
Outside HS Org.	46,683		46,750		(67)
Welfare Dept.	179,280	626	168,361		11,545
Recreation	135,841	1,446	132,960	1,044	3,283
Elderly	55,999	1,279	57,830	271	(823)
Library	486,114	10,972	483,165		13,921
Comm. Cont.	9,800		9,591	209	
Public Works	1,445,893	63,767	1,387,197	5,920	116,543
St. & Traffic L.	216,038	30,451	215,391		31,098
Sewer Dept.	916,764	5,181	899,416	484	32,045
Water Dept.	1,080,558	26,606	763,638	93,904	249,622
Capital Equip.	1,155,700		1,040,015	57,373	18,312
School & County	12,940,400	5,880,120	12,692,603	6,127,921	24,537
Special Articles	199,537	79,645	74,101	180,544	(2,528)
Misc. Exp.	286,919		69,493		22,126
Overlay		172	309,344	710	(68,482)
Local & Grant Prog.	242,000				
TOTALS:	27,148,676	6,144,661	25,968,839	6,597,481	727,017

## COMPARATIVE STATEMENT OF RECEIPTS

1985

REVENUE	ESTIMATED 1985	ACTUAL 1985	EXCESS (DEFICIT)
Local Taxes			
Property Tax	19,740,194	19,426,142	(314,052)
Resident Tax	210,000	170,965	(39,035)
National Bank Stock Tax	10	10	
Boat Tax	15,000	12,957	(2,003)
Int. & Penalties on Taxes	1,870,000	152,920	(34,080)
Yield Tax	1,000	1,292	292
State Revenues			
Business Profits	663,018		--
Shared Revenue	352,691		--
High-Block Grant	248,550		
Sewer Reimb. MPC	35,710	58,002	22,292
Civil Defense	--	1,642	1,642
Railroad Tax	22	22	
HCRS	35,350	20,721	(14,629)
Local Sources			
Motor Vehicle Permits	1,400,000	1,779,752	379,752
Dog Licenses	5,500	5,352	(108)
Licenses, Permits, Fees	171,300	241,840	70,540
Income from Departments	174,850	220,855	46,005
Rent of Town Property	25,000	18,797	(6,203)
Outside Police Detail	225,000	347,331	122,331
Recreation Fees & Charges	50,000	54,127	4,127
Water Management Fee	17,000	----	(17,000)
Interest on Deposits	350,000	228,207	(121,793)
Sale of Town Property	151,025	27,116	(123,909)
Cap. Projects Fund - Interest	125,000	125,000	
Trust Fund Interest	22,000	----	
Return - Comp. Funds	95,000	107,026	12,026
Cable Franchise	18,000	18,867	867
Water Dept.	1,080,558	897,475	(183,083)
Sewer Dept.	916,764	656,823	(259,941)
Revenue Sharing Debt Serv.	373,432	373,432	
Payment in lieu of Taxes	----	18,508	18,508
Misc. Income	----	22,614	22,614
Surplus	459,702	----	459,702
TOTALS:	27,148,676	26,711,836	(436,840)
Reserved - Sewer Fund		291,440	

Total Vote 4542

MARCH 12 1985

PAGE 2

Shrew NH 1985

TOWN CLERK for two years		Vote for ONE
ARTHUR W. CAMPBELL	359	21
ELEANOR CARPENITO	384	22
MILDRED A. CONWAY	80	23
CAROL A. DeCOSTER	163	24
MARJORIE H. JACKSON	840	25
BARBARA LESSARD	1671	26
CLAIRE MOREL	27	27
ANNE K. PRIESTLY	626	28
SHIRLEY B. TECCE	86	29

SELECTMAN for three years		Vote for NOT MORE THAN TWO
LEO E. BEAULIEU	1531	32
LAWSON BROUSE	336	33
CHARLES W. COLL	1526	34
HOWARD GLYNN	1988	35
BERNARD J. RAYNOWSKA	869	36
DAVID B. TILTON SR.	1679	37

PAGE 3

Shrew NH 1985

TRUSTEE OF TRUST FUNDS for three years		Vote for ONE
GLEN A. FALKENHAM	3165	40
TRUSTEE OF KELLEY LIBRARY for three years		Vote for ONE
ANNA C. WILLIS	3336	43

BUDGET COMMITTEE for three years		Vote for NOT MORE THAN TWO
EVERETT P. McBRIDE, JR.	2021	46
EARL K. MERROW	1958	47
ROLAND C. SMITH	2580	48

# ARTICLE 2

Are you in favor of creating a new Historic District as proposed by petition of the voters of this Town? (This petition, if adopted, would make what is essentially the Rockingham Racetrack property (Map 2807 13, Lot 39; Map 15, Lot 35; Map 93, Lots 6, 10, 11, 12; Map 99, Lots 26 and 27; Map 88, Lot 1) an Historic District)

YES 59 1340

NO 60

The Planning Board disapproves adoption of this article.

# ARTICLE 3

Are you in favor of the adoption of Amendment No. 1 as proposed by the Planning Board for the town zoning ordinance as follows: (This amendment, if adopted, would prohibit structures from being located within forty feet of the high water mark of any lake, stream, or surface water system in the Highway Commercial Zone)?

YES 66 3108

NO 67 987

# ARTICLE 4

Are you in favor of the adoption of Amendment No. 2 as proposed by the Planning Board for the town zoning ordinance as follows: (This amendment, if adopted, would reduce the maximum lot 1652 occupation (buildings and parking lots) from seventy percent to fifty percent and permit only one habitable structure on each lot in the Business Office Districts, each structure to be residential in architectural appearance.)?

YES 73 2277

NO 74





## ARTICLE 5

1766

Are you in favor of the adoption of Amendment No. 3 as proposed by the Planning Board for the town zoning ordinance as follows: (This amendment, if adopted, would delete the present limitation of seventy percent lot occupation in the Commercial, Industrial A and B and Highway Commercial Districts, and in lieu thereof, require minimum percentages of landscaped open spaces on each lot ranging from thirty percent to ten percent depending on the District)?

YES 78

NO 79

## ARTICLE 8

1837

Are you in favor of the adoption of Amendment No. 6 as proposed by petition of the voters of this Town? (This amendment, if adopted, would rezone Lots 3 and 3A, Map 94 (Cliff Road), presently zoned partially Residential and partially Commercial Industrial C, to Garden Apartment R-A.) The Planning Board approves adoption of this amendment.

YES 97

NO 98

## ARTICLE 11

2435

Are you in favor of the adoption of Amendment No. 9 as proposed by petition of the voters of this Town? (This amendment, if adopted, would rezone parcel Lot 7 and all of Lots 8, 6A, 8B, 13 and 13E, Map 66 (intersection of Route 111 and Ermer Road) from Rural to the Limited Community Village District and also establishes requirements as to landscaping and other matters.) The Planning Board approves adoption of this amendment.

YES 117

NO 113

## ARTICLE 6

1607

Are you in favor of the adoption of Amendment No. 4 as proposed by petition of the voters of this Town. (This amendment, if adopted, would repeal the existing Wetlands section of the Salem Zoning Ordinance and replace it with a section designated Wetlands Overlay Conservation District. The new district includes marshes and poorly or very poorly drained soils as defined by the U.S. Soil Conservation Service. The penalties for violations of the ordinance have been increased to the maximum (lines authorized by law.) The Planning Board disapproves adoption of this amendment.

YES 85

NO 86

## ARTICLE 9

2294

Are you in favor of the adoption of Amendment No. 7 as proposed by petition of the Voters of this Town? (This amendment, if adopted, would rezone Lots 11, 12, and 23, Map 92 (Siles Road area) from Rural and Industrial to Commercial Industrial B.) The Planning Board approves adoption of this amendment.

YES 104

NO 105

## ARTICLE 10

1710

Are you in favor of the adoption of Amendment No. 8 as proposed by petition of the voters of this Town? (This amendment, if adopted, would rezone Lot 31, Map 13 (intersection of South Broadway and Belmont Avenue) from Commercial Industrial C to Limited Residential Condominium, a new zone primarily devoted to multi-unit residential condominiums, but professional offices and convenience retail stores would be permitted if variances were granted.) The Planning Board approves adoption of this amendment.

YES 111

NO 112

## ARTICLE 7

728

Are you in favor of the adoption of Amendment No. 5 as proposed by petition of the voters of this Town? (This amendment, if adopted, would rezone Lot 46, Map 41 (corner of Main and Clinton Streets) from Residential to Business Office District One.) The Planning Board disapproves adoption of this amendment.

YES 93

NO 94

## ARTICLE 12

1774

Are you in favor of the adoption of Amendment No. 10 as proposed by petition of the voters of this Town? (This amendment, if adopted, would, in addition to presently permitted uses, authorize the construction of townhouses (not more than three units per building) in the Residential and Rural Districts on tracts of at least ten acres in Residential District A, twenty acres in Rural B and forty acres in Rural A.) The Planning Board approves adoption of this amendment.

YES 126

NO 127

## ARTICLE 13

1299

Shall we adopt the provisions of RSA 72:70 for a property tax exemption on real property equipped with a wood heating energy system, which exemption shall be in amount of \$5,000?

YES 133

NO 134

END OF BALLOT

TOWN OF SALEM, NEW HAMPSHIRE  
REPORT OF THE TRUSTEES OF TRUST FUNDS  
FOR YEAR ENDING DECEMBER 31, 1985

FUND NAME	EST.	PURPOSE	PRINCIPAL	Source	Type	Total	Pay to
John McWay	1932	Care of needy	67,071.98	-0-	(11), 479.39	65,592.59	1H CN BE CD SCB RCT DPL S
John Dix	1930	Public Imp.	18,771.28	-0-	(1)	18,031.58	BE CD SCB DPL S
Var.		Cemetery Funds					BE CD SCB RCT CH
Perpetual Care		Lot Care	40,637.50	-0-		40,637.50	BE CD SCB RCT CH
Flower Funds		Flowers for lots	4,650.00	(7)	300.00	4,950.00	1H CN PN CD PN
Special Funds		Various Cemetery Maint.	123,059.58	(7)	110,240.00	13,939.58	PN CD PN CD PN
General Funds			176,047.08	10,540.00	-0-	186,587.08	PN CD PN CD PN
Lancaster Cemetery	1962	Cemetery lot care	2,500.00	-0-		2,500.00	SCB RCT CH
C.B. McLaughlin	1975	Cemetery lot care	1,000.00	-0-		1,000.00	SCB RCT CH
Mario Buchert	1974	Memorial care	250.00	-0-		250.00	SCB RCT CH
Simpsom-Maxwell	1964	Needy Children	5,000.00	-0-		5,000.00	SCB RCT CH
Lancaster - Spelling	1956	Prizes	2,000.00	-0-		2,000.00	SCB RCT CH
Ordway	1916	Support of School System	738.00	-0-		738.00	SCB RCT CH
Enoch Taylor	1921	Support of High School	41,109.72	-0-		41,109.72	BE CD SCB RCT CH
School Prize	1944	Support of School System	550.00	-0-		550.00	BE CD SCB RCT CH
Ackerman Scholarship	1973	Annual Scholarship	2,500.00	-0-		2,500.00	PN FPP
Simpsom-Maxwell Nurse	1965	Support District Nurses	23,727.50	-0-		23,727.50	CD RCT CH
Bicentennial Scholarship	1977	Support Dollars for Scholars	8,300.00	-0-		8,300.00	CD SCB
Salmon Historical Commission	1940	Historical Imp.	17,005.40	(12)	1,288.81	19,293.93	PN SCB
John Bailey	1928	Library Books	2,103.64	-0-		2,103.64	CD SCB RCT CH
Council of Fine Arts	1973	Library Books	428.50	-0-		428.50	SCB RCT CH
William E. Lancaster	1956	Selections, Discs	142,315.13	(6)	12,519.75	154,834.88	CD RCT CH
Capital Reserve	1944	Municipal Imp.	37,593.54	(6)	2,999.36	40,592.90	PN NM BE SCB
Frankie Linham	1984	Technical School	8,125.69	-0-		8,125.69	PN FPP
Albert E. Kelly, III	1985	Scholarship	-0-	(7)	2,524.04	2,524.04	CD SCB
TOTALS:			557,987.48			566,959.51	
Notes to Principal Increases and Decreases							
(1) Loss on sale of Dayton Power & Light Stock							
(2) Audit correction re: 1984 report							
(3) Award to Boy's Club 3rd payment of \$10,000							
(4) Grant to Boy's Club 3rd payment of \$10,000							
(5) Grant to Town & Country Physiohouse							
(6) From income - earnings for year added to principal							
(7) Addition to (or creation of) fund by individual							
Trust Fund Investments 1-1-86							
Salmon Cooperative Bank - 80,780.76							
Bank East 64,933.28							
Rockingham County Trust 75,521.00							
Indian Head Bank 75,000.00							
Peabody Bank & Trust 71,047.08							
Numerica Sigs. Bank 81,042.90							
Fidelity Puritan Fund 110,625.69							
Bank East (240 shs.) -0-							
TOTAL: 566,959.51							
Unrealized gain (loss) as of 12/31/85							
Fund Investment 641,103.55							
Cap. Res. 240 shs. BE 4,440.00							
Ackerman Puritan Fund 468.94							
Linham 1,514.70							
Total 5,423.64							

Respectfully submitted,  
Trustees of the Trust Funds  
Nicholas Moschilli  
Robert W. Spring, Jr.  
Glen Falkenham



# TOWN OFFICERS 1985

## ADMINISTRATION

**Selectmen - Three Year Term**  
 1987 Stephen Bucu, Chairman  
 1988 Howard C. Glynn  
 1989 David B. Tilton, Sr.  
 1990 Ronald J. Belanger  
 1991 Henry J. Porvin, Jr.

### Town Manager

Thomas Melena

### District Court

Justice Robert D. Marshall  
 Special Justice Urvile Beaumont  
 Clerk of Court David Wajda  
 Chief Probation Officer Brad Mulhearn  
 Probation Officer Arthur Wynan

### Moderator - Two Year Term

Laurence Belair

### Town Clerk - Three Year Term

Barbara Lessard

### Tax Collector - Three Year Term

John H. Lamprey

### Treasurer - Three Year Term

Richard Driscoll

### Finance Director

Gloria Kurisko

### Budget Committee - Three Year Term

Fred Kruse  
 Everett McBride  
 Roland Smith  
 Andrew Grasso  
 David Boutin  
 Charles Coll  
 Ed Duvall, School Bd. Rep.  
 David B. Tilton, Sr. Sel. Rep.

### Chief Assessor

Normand Pelletier

### Personnel Director

Nicholas Manolis

### Chief of Police Department

John P. Ganley

### Chief of Fire Department

Donald B. Bliss

### Public Works Department

Director Edward J. Blaine, Jr.

### Department of Development

Administrator Ross A. Moldoff  
 Building Official Samuel Zannini  
 Building Official Ralph Holt  
 Building Official Stullman Kealey, Jr.

## Human Services

Welfare Administrator Robert Loranger  
 Recreation Director Brian Ross  
 Seniors Coordinator Sally Sweet

### Civil Defense

Anthony Coco, Director  
 William Loeffler, Deputy Director  
 Donald Rouliston, Deputy Director

### Library

Director Edward Reed  
 Assistant Director Eleanor Strang

### Library Trustees - Three Year Term

Richard O'Shaughnessy, Chairman  
 Bertice Woodbury  
 Anna C. Willis

## Clifford Sullivan

Thomas Connell  
 Dennis Butterfield  
 Lynn Joslyn  
 Al Berner  
 George P. Jones, III  
 Ross Moldoff  
 Frank Geary  
 Douglas Cole (YMCA)  
 James Frahm  
 Chuck Stewart  
 Chuck LaRoche  
 Sheila Barron-Casey  
 Albert Raymond, Jr.  
 Lydia E. Esnel

### Supervisors of the Checklist - Six Year Term

Sheila Murray, Chairwomen  
 Joan Sabatini  
 Janice Habib

### Trustees of Trust Funds - Three Year Term

Nicholas Moschilli, Chairman  
 Hobart Spring  
 Glen Falkenham

### Mosquito Control Commission - Three Year

Richard F. Seyfried, Chairman  
 Sam Burke  
 David Tilton, Sel. Rep.

### Museum Committee

Edith DesRosiers  
 Beverly Glynn  
 Ernest Mack  
 Dorothy Burnt  
 Louise Ackerman  
 Stephen Bucu, Sel. Rep.

### Ex-Officio: Arthur Mueller

George P. Jones, III, Chairman  
 William Schultz  
 James Frahm  
 Earl Mrow  
 Trudy Tilton  
 Nancy Giano  
 Lawson Brouse  
 Ross Moldoff, Planning Bd. Rep.  
 Henry J. Porvin, Jr., Sel. Rep.

### Conservation Commission - Three Year Term

George P. Jones, III, Chairman  
 William Schultz  
 James Frahm  
 Earl Mrow  
 Trudy Tilton  
 Nancy Giano  
 Lawson Brouse  
 Ross Moldoff, Planning Bd. Rep.  
 Henry J. Porvin, Jr., Sel. Rep.

### Council on Aging - Three Year Term

Francis Wormald  
 Lillian Svenson  
 Mary Barton  
 Marion Robinson  
 Della Highfield  
 Kathleen DiGregorio, Chair.  
 Claudette Patrick  
 Patricia Keegan

Doris Flaherty  
 Irene Pallaria  
 Sandra Merrill  
 Ruby Nazarian  
 Ellen Greer  
 Margaret Gurney  
 Roy Hodsdon  
 Marianne Young  
 George Goodman  
 Howard C. Glynn, Sel. Rep.

### Highway Safety Committee

John Ganley, Chairman  
 Bert Ford  
 Edward Newman  
 Roland Larochele  
 James Coen

### Frank DeCesare, Public Works Rep.

Paul Johnson, School Rep.  
 Donald Bliss, Fire Department Rep.  
 Howard C. Glynn, Sel. Rep.

### Historic District Commission - Three Year Term

Bertice Woodbury  
 Beverly Glynn  
 Louise Ackerman  
 Edith DesRosiers  
 Paula Mailloux  
 William Kelly, Planning Board Rep.  
 Stephen Bucu, Sel. Rep.

### Housing Authority - Five Year Term

Exec. Dir. Nancy Kochira  
 Michael Carney, V. Chair.  
 Delbert F. Downing, Chair.  
 George Gelt  
 Bertrand H. Duvernoy  
 Raymond A. Bower



